

GOLDEN BOOK
OF THE
WANAMAKER STORES

JUBILEE YEAR

1861 — 1911

157

Please Note:

This is Volume One of the Story of the Beginnings of the "New Kind of Store."

Volume Two is for the present out of print.

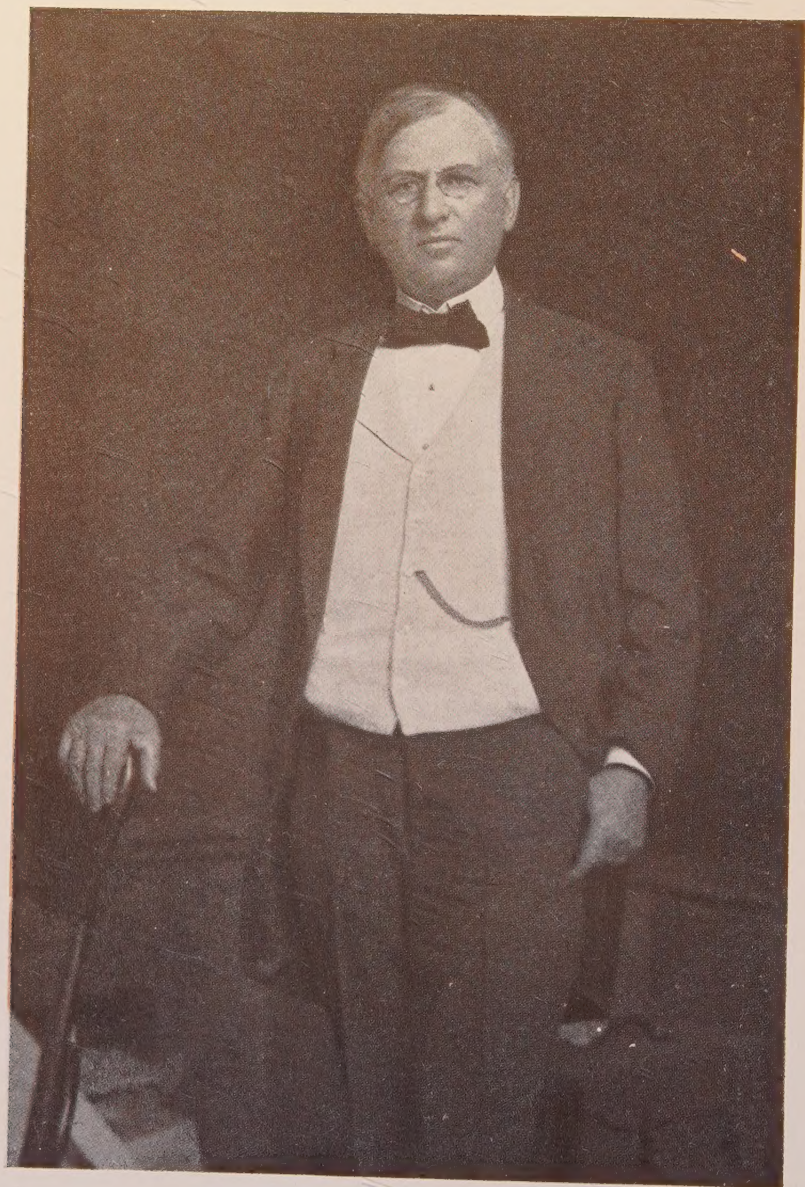
Volume Three is still to be written.

JOHN WANAMAKER PHILADELPHIA



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**GOLDEN BOOK OF THE
WANAMAKER STORES**



John Wanamaker

GOLDEN BOOK

OF THE

WANAMAKER STORES

"Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality."

JUBILEE YEAR

1861-1911

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BY

JOHN WANAMAKER

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The Armor Portrait of William Penn in the Pennsylvania Historical Society Collection.

FOREWORD.

THIS, then, is the Golden Book of the Wanamaker Stores.

Wherein shall be set down the faithful record of fifty years in business.

Not penned by the Founder himself, but chronicled from the deeds and services of the stores, as public prints and contemporary memories disclose the story.

It is the history of a business that has distributed into the homes of the civilized world more than half a billion dollars' worth of merchandise.

Nearly a hundred million more than half a billion.

A business that has given remunerative employment to over 150,000 individual workers.

Whose census today reaches a maximum of over 15,000.

Whose stocks total over fourteen millions of dollars.

Whose customers are beyond computation.

Taking the average value of a store's separate sales-schedules at \$2, the business of which this is written has made at least three hundred million individual sales.

Assuming that each schedule covered an average of a little over three articles, it has sold over the counter close to a thousand million, or one billion, separate pieces of merchandise.

Yet the magnitude and bulk of these transactions are but the wash of the seas.

They would have left no mark on the sands of time were it not for the new and unusual methods of this gigantic distribution, the new principles of trading it established, the new business manners and morals it imparted, the leaven it has been to the whole business world, and the benefit it is to mankind.

Mind is greater than matter, but mind and matter harnessed together are dynamic.

Carrying most of this merchandise direct from the hands of the maker to the home of the consumer without intermediate waste, it is fair to say this business, by removing obstructions in the channel, has made navigable the shortest route between the Port of Supply and the Port of Demand.

By right, not merely of discovery, but of service, it has grown to be the largest vessel that traffics between these ports of human activity.

Yet its first cargo, consigned, sold and delivered to the public on April 8, 1861, when the Wanamaker store first opened its doors, was of the value of just \$24.67.

How this world-wide business, born so tiny, grew so large and strong and helpful, on what it was nurtured, what it has accomplished, and what more it still hopes to accomplish as it stands now at the very beginning of its new and greater life of power and service, may be read in the following pages, as well as human pen can interpret and record the human mind.

Let the reader not be misled, however, into thinking that this is a Golden Book only of finance and commerce, of money making and of money spending, of technical and tiresome trade. Due attention is given in the narrative to the history of Philadelphia, whose child the busi-

ness is; to the romance of trade and merchandise, where fact is more interesting than fiction; and to the truths, principles and laws of commercial economics in the discovery and codifying of which the Wanamaker Stores have played a conspicuous part.

Beyond being the bare record of fifty years in business, the Golden Book thus becomes—

A partial history of Philadelphia.

A chronicle of the evolution of retail commerce in America.

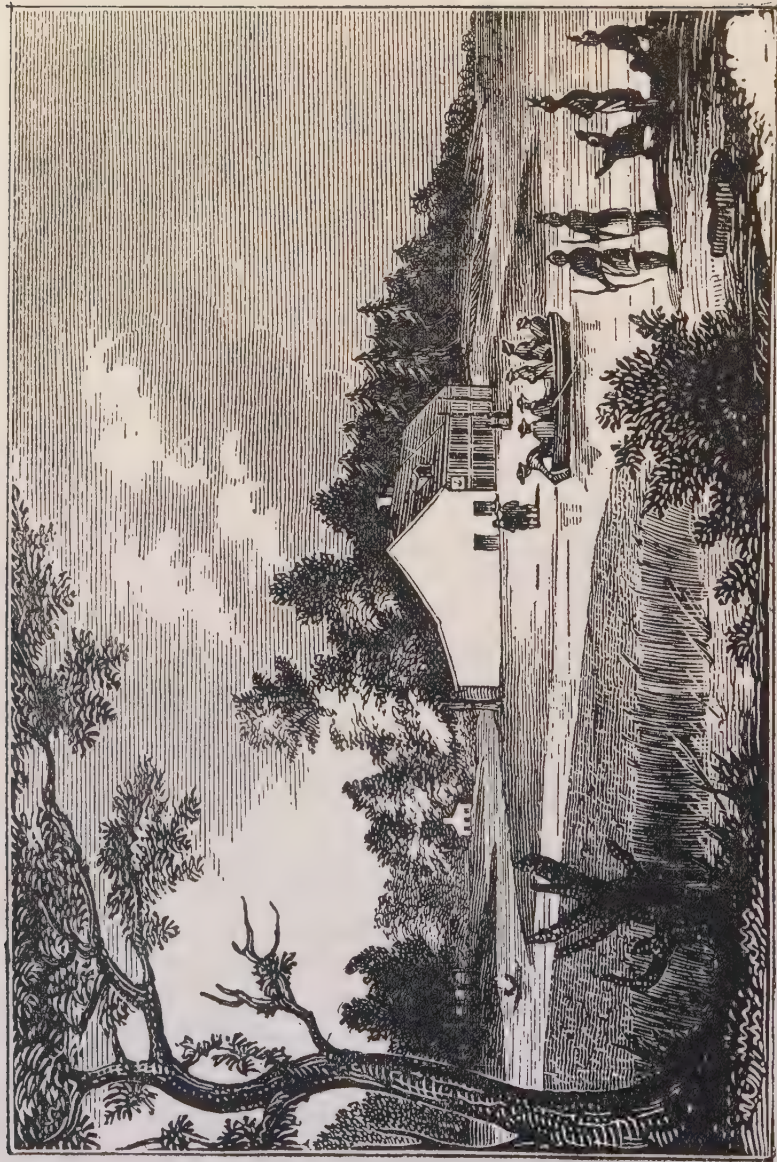
A record of the revolution which freed retail business from old-time traditions and errors, making it generally today a public utility of mutual benefit to the public, to the maker and to the merchant.

A text-book on scientific merchandising and advertising.

For Philadelphians and other kindly interested friends are reproduced some pictures of old Philadelphia and the old Grand Depot.

For the special attention of engineers, architects and lovers of art generally are presented some pictures and descriptions of the largest store in the world, which now houses the Philadelphia Wanamaker business, and of the two Wanamaker buildings in New York City.

With confidence, then, in its variety of interest, in its carefulness of statement, and with a sincere desire to tell the story of the Wanamaker Stores as they grew before the eyes of the people, this volume is presented for the kind consideration of a public which has never ceased to extend its generous and loyal support for half a century.



LANDING OF PENN AT BLUE ANCHOR INN, DOCK CREEK, NOW DOCK STREET, IN PHILADELPHIA.



SEAL OF PHILADELPHIA, 1683

BOOK ONE.

HISTORY.

CHAPTER I.

TWO hundred and thirty-eight years before the founding of the Wanamaker business in Philadelphia, a Dutch sea-captain named May steered his small wooden ship up the Delaware to what is now Gloucester, and there helped to build Fort Nassau.

Then he sailed away, leaving his name on one of the capes—now Cape May.

The year was 1623, and William Penn was not yet born.

Indians had long tenanted the shores of the Delaware, which broad river they called the Lenape Wihittuck. But this did not keep European kings from laying claim to the region, whose richness was praised by returning adventurers. The Dutch were first to pioneer. Swift on their heels came sunny-headed Swedes, who planted colonies down the Delaware and founded trade in the

domain soon to be developed as Penn's "Holy Experiment."

So it came that in 1653 the Swedes owned part of Philadelphia's present site, their right resting in a parchment from Queen Christina herself.

These sturdy pioneers held fast for a time to "Coaquanock"—the Indian name for what was to be the "center and navel of Penn's original Philadelphia"—little dreaming their humble trade beginnings would some day grow skyward in the Quaker-gray granite walls of the New Kind of Store—that huge manhive of industry now standing where tall pines then spiced each vagrant breeze.

Little dreaming that on this spot would yet rise a commercial wonder of the ages.

But one bright morning in 1678, the passengers on the good ship "Shield," bound from Hull, England, to Burlington, New Jersey—the first vessel to pass the port of Philadelphia—admired the wooded height where Wanamaker's is now shadowed by Penn's bronze image, and exclaimed, "What a fine place for a town!"

"Just wait till you see Burlington!" boasted the captain.



WILLIAM PENN, 1644-1718

CHAPTER II.

“**W**HAT a fine place for a town!” said to himself young William Penn on the afternoon of March 4, 1681.

That morning Charles II, King of England, had ordered the Great Seal affixed to the grant of the province which he insisted should be called Pennsylvania, and which was so listed despite the modest Friend’s offer of twenty guineas to an under-secretary to make it “New Wales”—“lest it should be looked on as a vanity in me.”

But Penn had his own way in naming the city which was to perpetuate his fame and called it by the ideal of his holy purpose *Philadelphia*, the city of Brotherly Love.

This transfer to William Penn of 26,000,000 acres was made to satisfy a loan of £15,000 (about \$75,000)

advanced the crown by Admiral Penn, his father; so the cost of the land to the new Lord Proprietary was less than one-third of a cent an acre.

Today land values in the central part of Penn's city have so increased that a few thousand square feet are worth as much as the whole of Pennsylvania originally cost.

Commerce—unlocking the world's latent wealth—has wrought this change.

Growing strong through the practice of principles launched by Penn and later reaffirmed by a business the great Friend himself might have shaped, Trade has mothered Progress.

Penn came here "to defend from any infringement" his own people. To defend from any infringement the rights of the buying public has been the Wanamaker pole-star since the founding of the present Industrial Endeavor fifty years ago.



The Elm Treaty Tree, as it appeared in Penn's Day in Shackamaxon (now Kensington, Philadelphia).



Centre Square Water Works, Philadelphia, 1801, Site of Present Philadelphia City Hall.

The Original Philadelphia Boys' Central High School, Juniper Street above Chestnut Street, on Present Site of Wanamaker Store.





Cooper Shop Volunteer Refreshment Saloon, Philadelphia, for the Entertainment of Arriving Civil War Regiments. Centennial Governor John F. Hartranft, of Pennsylvania, on the left and General John A. Logan on the right.



WILLIAM PENN'S COTTAGE

Now Standing in Fairmount Park, originally erected between High and Chestnut Streets and between Front and Second Streets, Philadelphia.

CHAPTER III.

“WE are advertised by our loving friends,” says Shakespeare, who had been dead six decades when Penn secured the land for his Holy Experiment.

Penn was wise enough to know that the first need is to advertise in such a way as to make loving friends. His pamphlet detailing exact conditions to be expected in the new country was the first American real estate advertisement. It was written by Penn himself in 1681 and printed by Benjamin Clark, a London bookseller. Strange to read in it that increase of luxury had drawn too many rural folk into cities and towns; that the high cost of living demanded a remedy, and that one sad result of such conditions was their tendency to prevent marriage, and thus induce decay of population!

But the honesty, directness and simplicity of that prospectus could not seem strange to modern multitudes who are educated in Wanamaker advertising—based from the start on Penn's standard of No Misrepresentation.

"This place lies six hundred miles nearer the sun than England," wrote Penn, referring to difference in latitude;



ST. PETER'S CHURCH
3d and Pine Streets, Philadelphia, in which
Washington worshipped

"I shall say little in its praise to excite desires in any, whatever I could truly write as to the soil, air and water; this shall satisfy me, that by the blessing of God and the honesty and industry of man it may be a good and fruitful land."

To buyers he offered the land for ten cents an acre; to renters for a penny a year.

Like the young Philadelphia merchant who pioneered in latter-day fair dealing, Penn importuned none to buy, "so that such as incline to go may not be brought under any disappointments."

And what he had to sell was plainly marked ONE PRICE, without rebates, gifts or graft of any sort.

"Intending to do equal by all," as Claypoole wrote when Penn refused to abate quit-rents even to his own intimate friends.

Penn's honest advertising sold a half million acres in a year. Similar accuracy about merchandise has helped increase Wanamaker sales from \$24.67 the first day of the business to ten thousand times that sum on many a later day.

Penn's fair dealing with the Indians, the first Americans, terminated a period of greed and graft, just as the revolutionary methods of Wanamaker dealing with latter-day Americans cleared away the bickerings and dickeringings of trade.

Penn's first message to the Indians, sent through his agents who came over ahead of him to help plan Philadelphia, was: "I desire to win and gain your love and friendship, by a kind, just and peaceable life, and if anything shall offend you, you shall have full and speedy satisfaction for the same."



JAMES LOGAN

*Secretary to William Penn and
afterward Governor of Pennsylvania*

Later, in November, 1682, at his famous treaty with the Indians, which was planned to be ratified on the very ground now occupied by Wanamaker's, but changed to Shackamaxon because it was near a Friends' settlement, Penn spoke in person to the Red Men these words, which may be read today on a bronze tablet in the Wanamaker Store, Philadelphia:

"We are met on the broad pathway of good faith and good-will, SO THAT NO ADVANTAGE IS TO BE TAKEN ON EITHER SIDE, but all to be openness, brotherhood and love."

In Penn's "greene country towne," long since become a great city, the New Kind of Store applied to devitalized trade this same trinity of square-dealing:

All goods to be sold openly,

All traders to be treated alike,

All fraud and deception to be eliminated

—to the end that mutual satisfaction must ensue.

Here were Economy, Equality, Surety, and Satisfaction—the vitals of Penn's business gospel—incorporated in the guarantee spread broadcast in the boyhood of the Wanamaker business in the following declaration:

WANAMAKER GUARANTEE.

WE HEREBY GUARANTEE—

First—That the prices of our goods shall be as low as the same quality of material and manufacture are sold anywhere in the United States.

Second—That prices are precisely the same to everybody for same quality, on same day of purchase.

Third—That the quality of goods is as represented on printed labels.

Fourth—That the full amount of cash paid will be refunded, if customers find the articles unsatisfactory, and return them unworn and uninjured within ten days of date of purchase.



WE are met on the broad pathway of good faith and good will, so that no advantage is to be taken on either side, but all to be openness, brotherhood and love. I will not call you children, for parents sometimes chide their children too severely—nor brothers only, for brothers differ—the friendship between me and thee I will not compare to a chain, for that the rains may rust or the falling tree may break. We are the same as if one man's body were to be divided into two parts; we are all of one flesh and blood.—*William Penn to the North American Indians upon the occasion of his famous treaty at Shackamaxon, Philadelphia.*



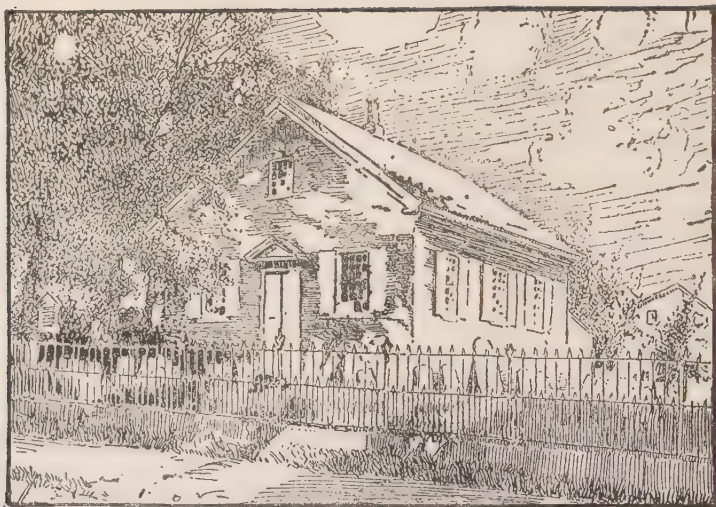
IT takes as much generalship to organize a business like this as to organize an army.—*President Ulysses S. Grant to George W. Childs upon the former's visit to the Wanamaker Store, March, 1877.*



Penn desired the practice of just such principles to radiate from Centre Square, formed at the intersection of Broad and High street (now Market), where today Wanamaker's Philadelphia Store exemplifies their true application.

A marble shaft marks the treaty spot of Penn.

The Wanamaker pile of granite on Penn's "Centre Square" perpetuates the principles there planted.



MENNONITE CHURCH, GERMANTOWN, PHILADELPHIA
Offered as a refuge by Penn; erected in 1708.

CHAPTER IV.

FROM the high roof of this new Wanamaker building let History lead Imagination through past days and deeds that make memorable this spot—now City Hall Square.

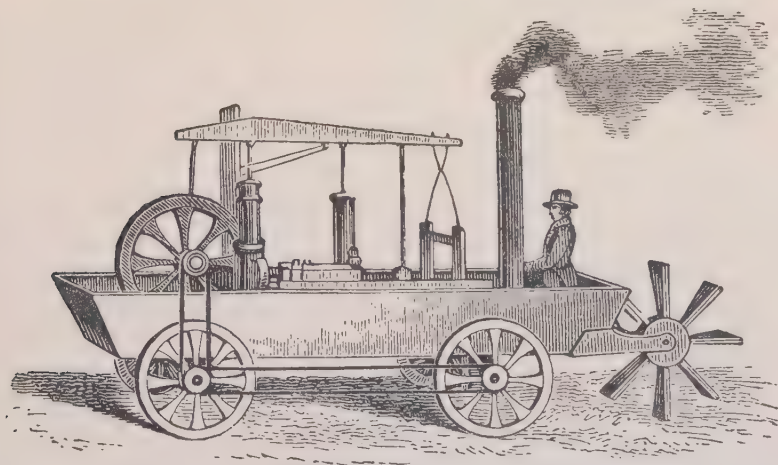
In a clearing at the southwest corner was built the first Friends' Meeting House, its imported bricks laid in 1684. It was so long a journey from the settlement on the banks of the Delaware that the older folk often stopped to rest under a rude shelter at Sixth and High streets, where we, too, shall stop presently to note the beginning of the Wanamaker business, there sheltered a few years on its journey to the present location.

On the very spot now covered by the Wanamaker acreage of merchandise, the first "fayre" in Pennsylvania was held in 1686. The day's receipts were ten dollars. The largest sale was \$1.37—a pair of shoes made of

leather turned out in the earliest tannery. Among the traders was Abraham Op den Graaffe, who walked in from Germantown with the first piece of linen ever woven in the province, and claimed Penn's prize for his achievement.

See what rough paths then led to this place,—mere root-warted makeshifts for roads!

They will soon be changed, for trade fathers transportation, and even at that "fayre" was launched the original American good-roads movement. With roads came ox-



OLIVER EVANS'S STEAM CARRIAGE

teams, and carts drawn by horses, and, wonder of wonders, a wagon that moved without being pulled or pushed!

It was Oliver Evans's steam-carriage, his "Oruckter Amphiboles," the Adam of automobiles, which was promptly laughed to the junk heap!

Having obtained permission from the Board of Health, Evans prepared to exhibit his invention. In the Phila-

delphia *Gazette* of July 13, 1805, he made this announcement:

"The above machine is now to be seen moving round Centre Square at the expense of the workmen, who expect twenty-five cents from every generous person who may come to see its operation. But all are invited to come and view it, as well those who cannot as those who can conveniently spare the money."

None will be importuned to pay, said Oliver Evans.

"None will be importuned to buy" was the Wanamaker message transplanted to this same spot 71 years afterward,—here where the transportation facilities of the world's greatest home city now converge; where Philadelphia automobile travel centers.

Let them hoot your horseless wagon, Oliver Evans, as they will hoot later innovations in other lines of progress! Let them doubt your ability to make good, as they will yet doubt others! Let them scoff at your offer to build carriages to run on a railway fifteen miles an hour!

That is the price you must pay for daring to be original,—the price long ago spelt DEATH, later lowered to BANISHMENT or IMPRISONMENT, then marked down to OSTRACISM, then to JEERS and TAUNTS and now—

Now the world simply says "DO IT!"



CARPENTERS' HALL

East of 4th Street, below Chestnut, Philadelphia. Where the first Congress met in 1774.

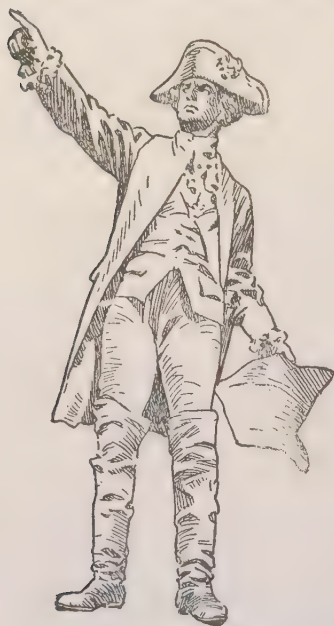
CHAPTER V.

THAT German crossing Centre Square more than two centuries ago is Pastorius. He comes from Meeting, where he has just raised his voice in the first American protest against human slavery. His lingering spirit is later gladdened to see Washington and his tattered, undaunted troops here encamped; to watch von Steuben, drillmaster of the Revolution, training green patriots; to hover near in 1781 when Rochambeau and his men, come from France to help fight tyranny, halt here on the march to Yorktown.

As we view this procession of the Past, we must remember that Centre Square originally reached farther east than at present, so the site of this granite trade-

palace from which we are looking into Time's back yard was once part and parcel of the historic park.

Long were its wells famed for good drink, and in 1801 the first waterworks system in the land had its supply



COUNT DE ROCHAMBEAU
*One of Washington's Aids, and Com-
mander of the French Troops
in America. 1725-1807.*

house here. So it was a place for refreshment, as well as business and recreation, and the interesting parallelism continues, for in 1876 Wanamaker's inaugurated the first general restaurant in any store.

"How strange!" you say,—
"that each chapter in the an-
nals of this historic spot
should lead to some chapter
in the story of this vast In-
dustrial Endeavor!"

Yet not strange, at all,—
for the growth of an institu-
tion like Wanamaker's is sim-
ilar to that of a city or a na-
tion; resembling most the up-

building of Man in whom is mirrored all that has en-
tered into the records of progress.

Every onward march that follows Freedom's flag keeps
step to the same drums of right desires and just deal-
ings, and it is all one whether these drums echo the
pleading of men in welded shackles or of slaves to ignor-
ance and greed.

Something stronger than the mortar of supplying com-
mon needs and wants holds stone to stone in these walls.

Could this granite speak, pouring forth in one burst of sound the countless voices here loosed through centuries, the far corners of earth would echo back two little words carried in triumph from Cr  cy's field of victory by the Black Prince in 1346—

Ich Dien!

I SERVE!

Based upon service, built by service and consecrated to service is this monumental pile.

Service as necessary and valuable in its way as was that rendered long ago by "Mad Anthony" Wayne and his men, who bivouacked in Centre Square after the Indian outbreak in the Northwest. Before that the red-coats of a foolish king had camped here during the British occupancy of Philadelphia in the winter of 1777, and in the early sixties of the last century thousands of volunteers marched through the open space on their way to or from the war for the preservation of the Union.

Here, in 1761, was opened the first race-track in this country, three rounds of which made a mile,—and any horse that could do the mile in three minutes was counted a wonder.

Sometimes at these races were seen two men, standing apart from the cheering crowd, but interested enough to



GENERAL ANTHONY WAYNE.
1745-1796

stay for the last event. Perhaps even then their thoughts were divided with another contest not far in the future.

One of these men was George Washington, the other Thomas Jefferson. Before long they were to make new records for great performances on the track of Time, and today millions are sharing their victories.

The Revolution ended the racing. After that the only speed contests settled in this square were between boys attending the first Philadelphia High School, which was built in 1838 on a small part of the present Wanamaker site, and rightly called the first people's college in America, outside of New England.



BENJAMIN FRANKLIN
1706-1790

It was founded by a great-grandson of Benjamin Franklin, most versatile of Americans. For education is not to be measured by book learning or bounded by the brain. It is all a matter of Head, Heart and Hand,—a trinity rightly

regarded within the Wanamaker walls and told of in another chapter of this Golden Book.

Close by the High School stood the first State Arsenal, built in 1785—a lively place during the war of 1812. And today you can hear the tramp, tramp, tramp of the boys of the Wanamaker Brigade, and their drums and trumpets make music as brave as the lads' own hearts.

FORWARD MARCH, sounds the order.

"Forward March" echoes through the whole history of Centre Square. It was heard when the young government moved its first mint from a Seventh street cellar to the

classic structure that stood at Chestnut and Juniper until a few years ago.

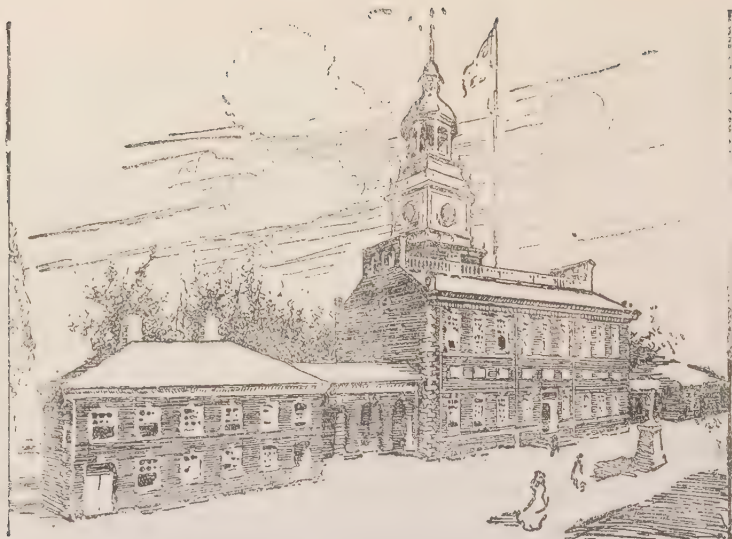
It was heard again on October 16, 1839—the day being sunny—when one Joseph Saxton poked a cigar-box out of a Mint window and notched the New World's tally stick of progress by then and there harnessing sunlight to make a Daguerreotype view of the spot on which Wanamaker's now stands,—the first photograph made in the Western Hemisphere!

For lens he used a burning-glass, and an empty seidlitz-powder box served as a coating chamber. In an old iron spoon he heated the mercury, and while the result was crude, it was clear enough to show the High School, the Arsenal and the horse market beyond,—the entire Wanamaker site.

Forward March was the world's watchword.

Growing by leaps, the City of Brotherly Love pushed westward, and in Chestnut street, between Thirteenth and Broad, fine families built homes that stood until the Wanamaker Store took them under its roof. In the square some Lombardy poplars breathed memories of forest days and it was still a sort of rejoicing ground as it had been in 1781 when word came of Cornwallis's surrender, and again in 1790 when news of the French revolutionists' victory for human rights brought together a throng that gave the "Marseillaise" its American christening.

Before the middle of the Nineteenth century Oliver Evans's dream had more than come true. Steam carriages did far better than fifteen miles an hour on a railway, and to handle its growing traffic the Pennsylvania Railroad built a freight depot on the north half of the present Wanamaker site.



INDEPENDENCE HALL, PHILADELPHIA

Birthplace of the Nation and scene of the Signing of the Declaration of Independence.

CHAPTER VI.

BIDDLE'S directory of Philadelphia for the year 1791 contained this entry among the W's:

WASHINGTON, GEORGE, PRESIDENT OF THE UNITED STATES, 190 HIGH STREET. The lot of number 190 then extended to Sixth street.

So, near the corner of Sixth and High (now Market), where the Friends had rested on their way to Meeting, and where the Wanamaker business later originated, this one of the immortals lived while President.

Philadelphia was then the nation's capital. The cradle of Liberty became the cradle of government.

When Washington came from New York, after taking the oath of office, no house suited to his rank and needs was to be had, but Robert Morris, financier of the Revolution and without whose aid it must have failed, moved out of his home and gave it to the new chief executive.

Built about 1761,—just a century before the Wanamaker opening on the same site,—this historic dwelling

first belonged to William Masters. He gave it to his pretty daughter “Polly” when she married Richard Penn, grandson of the Founder, who was appointed Governor of the province in 1771, but did not long hold the post.



GEORGE WASHINGTON
1732-1799

Next to occupy this fine four-story “mansion” after Richard and Polly was Robert Morris, who in 1780 gave \$20,000 toward founding the Bank of Pennsylvania, established by patriots for the sole

purpose of “supplying the army of the United States with provisions for two months.”

A year later Morris, then national superintendent of finance, presented to Congress his plan for establishing a “national bank for the United States of North America,” and when this was ratified he was given charge of the institution, which still exists as the Bank of North America,—the only national bank allowed to omit the word “National” from its title.



ROBERT MORRIS
1734-1806

The record of the Morris house, like that of the Wanamaker business later planted where it had stood, became international when General Lord Howe, who thought he had settled the “little quarrel of the colonists,” lived in it during his

occupancy of Philadelphia in 1777-78, and again a few years later, when Robert Morris there entertained Count Rochambeau, who had so valiantly helped Lord Howe to discover his mistake.

Benedict Arnold is said to have lived in it a while, but the house couldn't help that!

Anyhow, the presence of Washington was antidote enough.

There the "Father of his country" held official levees every second Tuesday afternoon, when he received in the dining room on the first floor, while Mrs. Washington greeted her guests upstairs.

In this same dining room Gouverneur Morris once tried to treat Washington familiarly. He had bet he could. So at dinner he slapped him on the shoulder and said jauntily, "Old gentleman, do you believe that?"

Washington replied with a look, and the other guests at the table thereupon became unwilling participants in the second American arctic expedition!—the first having gone out from Philadelphia under command of Captain Swaine in 1753.



THOMAS JEFFERSON

1743-1826

Later in the evening, the New Yorker excused himself because of a sudden attack of indigestion,—which often results from being chilled while eating!

One square west of Sixth and High stood the house in which Jefferson drafted the immortal Declaration of Independence. One square to the south was the State House (Independence

Hall) where that document was adopted July 4, 1776, and from whose front steps it was first read four days later.

Just below, in High street, was the residence of Benjamin Franklin, where he lived the last years of his thronged and useful life. Across the street was the first office of the Secretary of State.

So the birthplace of the Wanamaker Industrial Endeavor was a garden-spot for the growth of ideals,—the very heart of the arena out of which the new nation was to issue triumphant!

This first "White House" descended from Washington to Adams, who left it for a safer lodging when yellow fever scourged the city in 1797, at which time Edward Burd, prothonotary to the Supreme Court, moved his office to the site of the present Wanamaker Store.

When the capital was moved to Washington the house remained vacant awhile. It became an inn. Later it was made over into small shops. These were finally torn down and the ground occupied by a row of buildings in which the Schuylkill Bank failed in 1838. There the story of Wanamaker's was to begin.



Oak Hall, where the Wanamaker Business Originated in 1861.



THE TREATY ELM TREE AND FAIRMAN'S MANSION

At Shackamaxon, now in Kensington, Philadelphia.

Fairman was Deputy Surveyor General under Penn. This home was built in 1702 and taken down in 1825.

CHAPTER VII.

AT 6.30 on Monday morning, April 8, 1861, John Wanamaker and Nathan Brown, as partners, opened "Oak Hall" as a Men's and Boys' Clothing Store in a room 30 x 80 feet on the first floor of the McNeille building, at the southeast corner of Sixth and Market streets—called McNeille's "folly" because it was six stories high!

Then and there, 94 hours before Beauregard opened the Civil War with the first shot on antiquated Sumter, was silently loosed against antiquated and unfair business methods a shell which, while it did not compel such speedy capitulation as answered the bombardment further south, eventually forced a surrender.

Prevented from enlisting in the Northern Army because of temporary physical disability, the Founder of

the New Kind of Store enlisted in another cause and fought another enemy.

"You are making a great mistake in starting business at such a time as this," said the brilliant George H. Stuart to the 22-year-old youth whose name was first in the firm's title. "The country is entering a great war and there will be no business. Before long grass will be growing in the streets of Philadelphia."

No more grass grew under the feet of these "two venturesome boys" than greened the streets of the big city!

At the close of the first day the cash drawer revealed a total intake of \$24.67.

Of this sum \$24 was spent for advertising and 67 cents saved for making change next morning.

Looking backward to this beginning, the Founder wrote only yesterday:

"Had we inherited a business or been able to command the assistance of rich friends we might have had easier times, but never could have had the schooling that cut the backlog of this business."

"In those days it was the custom to start work at six-thirty in the morning and keep on until seven or half-past at night, except Saturdays, when stores closed from ten to ten-thirty at night."

"There was no selling price for goods—there was an asking price, and the most persistent haggler bought the goods far below the unwary."

"Seldom was cash paid for wages to the workpeople making clothing. The general rule was fortnightly settlements in grocery, coal and other orders, on which the manufacturer had a percentage."

"Some head-splitting thinking was done by those two

young bidders for mercantile honors and profits, in those days when sales were small and profits smaller. About the only things plentiful were IDEAS and PLANS.

"Very boldly we swam out and made for four good landings:

FIRST. Cash payments on the spot to work-people on completion of the work.

SECOND. Shorter business days.

THIRD. Not two prices,—one price and only one.

FOURTH. Taking back anything sold and returning the money."

The first of these pioneering reforms began with the business; the second in 1862; the third and fourth in 1865.

Even before the opening morning—now fifty years in the past—there was a purpose paramount to profits.

A purpose "to bend every energy to raise the standards, to the end that business dealing might be more agreeable and safe, and that the rising generations might come into systems tolerably free from practices that had gradually lowered mercantile character."

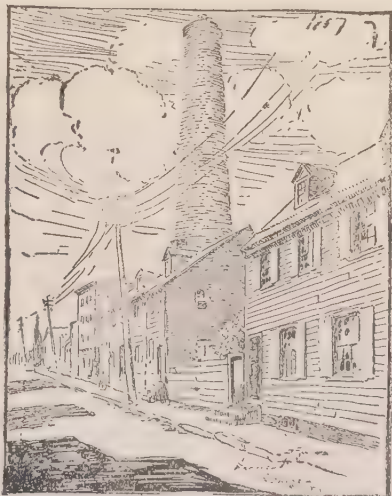
Actuating the man behind this purpose was the sentiment Ruskin tells of on the St. Giacomo de Rialto in Venice:

"Around this Temple let the merchant's law be just, his weight and measure true and his covenants faithful."

To fully comprehend the revolutionary meaning of all this, one should take the following bird's-eye view of the general setting of the stage of human existence in days just prior to the outbreak of the Civil War:

Mother made father's shirts—except the bosoms, which could be had for a levy. The word "levy" was an abbreviation for "eleven-penny bit," and denoted half a quarter dollar. There were no sewing machines, but a full supply of spool cotton, the spools being mounted on a sort of wooden castor.

Furs were home-stored and often smelled tarry. They were not remodeled from season to season as now, and fashions were a law unto themselves.



OLD SOUTHWARK SHOT TOWER,
PHILADELPHIA

Built in 1807

Pianos were unseen except in well-to-do homes. The music was mostly homely ballads—"Ellen Bayne," "Nellie Bly," "Nellie Was a Lady." Another air dear to memory was "The Watcher." "The Gypsy's Warning" and "Would I Were a Boy Again" were also popular.

Steel engravings, mostly patriotic, or chromos, decked many walls. Sometimes a motto was worked in colored worsted on a perforated card board, such as "God Bless Our Home."

Sometimes on wintry evenings the family would cut rags and make balls for a rag carpet or a patchwork quilt. When in action, the quilting-frame took up the whole sitting room; when not, it was stored in the attic. What joy it was for the youngsters when the frame was brought down—the token of a party! With the party the

quilt was made in one night. The sewing lines were marked on the quilt with a chalked cord.

Folks sat on stiff, horse-hair furniture, and slept on high post bedsteads that seemed to become elephants on sweeping days.

Pianists were as rare as pianos; and anyone who could play the accordion or even the jewsharp was counted an acquisition.

Mother often bought dry goods on store orders, a system she didn't like. As a rule women shopped as little as possible.

Once a year a man came to cut the grass with a scythe—and excite sympathy for his back which usually was "most broken."

Daguerreotypes were in style.

On Saturdays the boys carried home the marketing, did various chores, baked sweet potatoes on the lots, or went prowling in the woods.

Mother or sister had to make the children's school bags, and cover the books with paper muslin.

For a coming wedding, there were months of sewing; for a funeral, the clothing often had to be borrowed.

Sheet music was too expensive to be bought freely, so there was much singing by ear.

There was ready-made clothing, of a primitive cut, for men, but none for boys.

Millinery openings happened twice a year, but did not open very far—they were as exclusive as secret societies.

Mother chopped all the mincemeat for Christmas on a heavy block enclosed on three sides, and confectionery was little known in most homes except at Christmas-time. Molasses candy was a home-made treat.

Bathing suits were all home-made, and being usually fashioned of faded and discarded flannel were a sight to scare the crows.

Old folk bought spectacles indiscriminately and often from pedlars.

People drank spruce beer, mead and lemonade when thirsty. Soda water was just coming in.

Father shaved himself, and safety razors being unknown, used bits of newspaper margins for court-plaster.

Opera was little known, but there were fine concerts. Singing schools were held in many churches to train voices for the choirs or for congregational singing.

Bakers filed a notch in a stick called a tally, thus keeping account of every loaf sold.

In short, nearly everything was different from nowadays.

To make all business vastly different from what it had been was the determination behind Oak Hall.



GLORIA DEI (OLD SWEDES') CHURCH
Swanson Street, near Front, Philadelphia, built in 1700.

CHAPTER VIII.

WITH the two young pioneers in the Wanamaker business it was heavy plowing early and late for a long time. Good health and pluck, patience and unconquerableness that come to the country-born formed the larger part of the business capital in those early days.

The little store's family consisted of the two partners, two cutters, who also served as salesmen, and one errand boy.

When the business was only three months old came the battle of Bull Run,—July 21, 1861.

Already the "boy-clothiers" were helping equip soldiers going to the front. Already the long thread of PUBLIC SERVICE was started around the spool of years.

When the epoch-making combat between the Monitor and the Merrimac revolutionized naval warfare, an economic revolution was started in Oak Hall.

This was a move for shorter hours for workpeople, and its fruits are now part of the law of the land.

Shorter hours did not apply, however, to members of the firm. They seldom do. Some say this is one of the conditions which makes members of firms and heads of houses! Be that as it may, the two workers were often at the store all night, for the patronage was growing.

Innovations were multiplying.

Winter months after the first of the year had always been dull times in clothing stores. Clerks sat around the stoves and swapped stories or slept.

As Irving Bacheller quotes the dean of the cross-roads grocery crowd down in Maine, sometimes they would "set and think" and then again they would "jest set."

Using special sales as an attraction, "Oak Hall" soon knocked the dulness out of January, February and March. Many merchants, foolishly venerating the customs of their ancestors and apparently unaware that the world was going forward, muttered at this.

Being forced to try the plan, for self-preservation, they found it less unpleasant than they had thought. We like what succeeds.

Already the Wanamaker system, though in its infancy, was a vitalizing influence. Scoffers began to use the soft pedal and doubters disclaimed their doleful predictions, as they have a way of doing when proven wrong.

Hard work wedded to ideals was raising a fine family. It always does.

"Forward March" again came the order, and from

shorter hours in 1862 it was only a few steps to the great innovation of 1865—ONE PRICE *and* GOODS RETURNABLE.

Here was the discovery of a basic economic principle; but being a part of Wanamaker economics, it is treated of fully in another part of this Golden Book.

Rapidly the business forged ahead. The new ideas were active quickeners of trade.

With increasing custom came need for more room. The venture that "just couldn't help being a failure," because it had chosen such an unpropitious birth-time, had actually outgrown its cradle!

At first the overflow was taken care of in a second-story room in the building adjoining in Sixth street. A little later the whole building was occupied.

Within less than a decade of the opening, the Market street front had widened to 67 feet and the Sixth street side extended to Minor street, a distance of 180 feet. Six floors of this size gave a total area of nearly two acres, and an editor from Columbia, Pennsylvania, who came to Philadelphia to buy a suit of clothes, went home and wrote about "Oak Hall" as the most wonderful of the sights he saw in the big city.

This was in the early '70's. The Wanamaker business had already become the largest of its kind in the entire country.

Ten years of strict adherence to the course mapped out in the beginning had given it foremost place in the retail clothing trade in the United States.

It was no longer merely a Philadelphia store. Customers from every State made purchases while visiting Philadelphia or dealt with satisfaction and security by

mail, thus nationalizing the business and pointing the way to its present international scope.

With the successful operation of the Atlantic cable in 1866 and the driving of the last spike in the Pacific Railway three years later opportunities for long-range service were multiplied.

Many times have these two vitals of commerce—the covered wire under the ocean and the shining steel rails on top of the land—been called the Wanamaker Stores' extra right and left hands.

Perhaps no other business institution has made such large use of each of these annihilators of time and distance—certainly no other in the retail field.

The year 1873 was a panic year, marked by the most disastrous business upheaval of peaceful times.

Like dead leaves before the wind, houses that had withstood war, pestilence and change went down to failure. Money seemed to vanish suddenly, like the fairy food-folk in Maeterlinck's wonderful play, "The Bluebird."

Prior to the crash—it was really a succession of crashes—Mr. Wanamaker had sought to enlarge "Oak Hall," but owners of adjoining property would not sell. Still the business cried out for more room.

Reliable goods, sold under the New System and advertised more generously than had ever before been the custom,—such was the foundation upon which new needs rested.

And while friendly souls were saying how fortunate it was that John Wanamaker had not been able to enlarge his store—they were thinking of the hard times!—the object of their kind thoughts was dickering with the president of the Pennsylvania Railroad to buy its old

freight depot, then on the outskirts of the city, at Thirteenth and Market street.

When this was newsed about, men looked at each other sadly and said with sighs, "It's too bad! And just as he is reaping success! Too bad!"

Those who believed the report took it that way. Many persons laughed it off as idle talk. In the first place, why should he want so much ground for just one store? Then, who would be so foolish as to leave the business center of the city for a location so far out?

The very idea!

In 1874 the deal was settled and announced.

"When you bought the old freight depot, all Philadelphia wondered what in the world you would do with such a large piece of property so far uptown," wrote the Rev. Dr. James Russell Miller, the eminent pastor and author, on a recent anniversary.

Philadelphia did more than wonder at the purchase. A large slice of its citizenry assumed prophet-roles and freely predicted that the ultimate result of such a move—if it really was his intention to move there!—would be failure.

Let us now review this failure!



OLD BUILDING IN GERMANTOWN, PHILADELPHIA
*Still Bearing the Marks of Bullets Fired in the Battle of Germantown,
October 4th, 1777.*

CHAPTER IX.

COLONEL THOMAS A. SCOTT was an official of the Pennsylvania Railroad when the Civil War began.

He invented the modern method of clearing away train-wrecks by burning smashed cars. The wind carried off the ashes, the junk-man took the twisted iron and delays were reduced from days to hours.

Of course, some lumber was lost, but this was more than made up in the saving of labor, time and traffic, just as the Wanamaker innovation of reducing profits to move goods quickly—clearing the track for new stocks—gives people advantages that compensate the merchant for any money-margin sacrificed.

Lincoln turned to "Tom" Scott when he needed a practical troop-mover. He made him assistant secretary of war, and one day asked him how soon rail communication

could be re-established between Philadelphia and Washington.

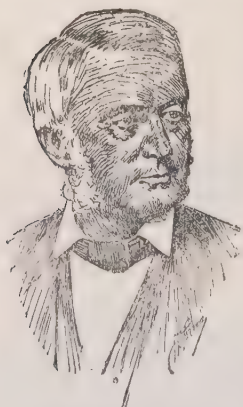
"It is already done," answered Scott.

"When may we expect troops?" asked Lincoln.

"The first train-load is already in and others are on the way."

"Thank God, we are all right again," said Lincoln.

So when the Wanamaker System's first train was in and others were on the way it was from "Tom" Scott that



THOMAS A. SCOTT
1824-1881

John Wanamaker in 1874 bought the block of rambling sheds between Market and Kelly, Thirteenth and Juniper streets.

This old spot was both the camping ground of soldiers and a special rendezvous for regiments during the Civil War.

David Edward Cronin, an officer of the New York Black Horse Cavalry, has written a graphic story of the night his command waited transportation southward and slept on the platforms and the Market street pavement until the cars came at 4 A. M. to carry them on.

The old Freight Station was a storage and distribution point for ammunition during the war.

Many of the sons and grandsons of old soldiers are in the Wanamaker ranks of thousands who carry the flag of New Commerce. They are good soldiers, of high principles, and are fighting the battle of good citizenship, as their fathers and grandsires—members of the Grand Army of the Republic—fought for the Union.

For twenty years the sheds on this spot had served the railroad, the freight cars being drawn in and out by strings of nine or ten powerful mules, chained tandem.

Once substantial, the buildings were now dilapidated. From a height of ten feet at the eaves to thirty at the ridge, the pitched roof covered a frontage of 200 feet on Market street, where the wall was simply a succession of



SITE OF THE WANAMAKER STORE, PHILADELPHIA, IN 1875

wide doors. At the Thirteenth street corner was a four-story brick office structure. Three truss-roof additions ran from Thirteenth to Juniper on Kelly street, which was later closed to give the growing store more room.

A less sightly group of buildings could hardly be found.

"That green John Wanamaker is crazy!" In no other way could the public account for his action.

"The consensus of opinion was that the purchase would prove a ruinous one," wrote an old Philadelphia merchant in later years. "The idea seemed chimerical in the extreme,—to start a clothing store so far from the general current of retail traffic and of such dimensions as seemed to be beyond the possibility of success in gathering sufficient business to cover the outlay."



"BUT," he said in the next sentence, "Mr. Wanamaker was to solve the enigma that seemed to be impossible of solution."

In the deserted depot the Franklin Institute had in 1874 cradled the Centennial with its famous Fair, and then came the Moody and Sankey meetings, opening a new epoch in the inspirational life of the city.

"It was in the autumn of 1875 that George H. Stuart, Alexander Whilldin and myself went over to Brooklyn to see Messrs. Moody and Sankey, who were then holding their great meetings there," wrote Joshua L. Baily a few years ago. "We had two or three interviews with the



Wanamakers

Chestnut, Thirteenth,
Market and Juniper Streets.
November 3, 1893.

City Hall.
Broad St. Sta, Pa. R. R.
U. S. Mint.
Masonic Temple.
Reading Terminal Sta.

evangelists, and obtained their consent to come to Philadelphia and hold religious meetings of like character. A preliminary committee had already been formed in Philadelphia consisting of thirteen laymen, of which Mr. Stuart had been chosen chairman, and we proceeded at once to search for a suitable place to hold the meetings.

“After a fruitless search it occurred to Mr. Stuart that the Pennsylvania depot, which had some time before been vacated, might be made to suit the purpose. The president of the Pennsylvania Railroad Company, Mr. Thomas A. Scott, was interviewed on the subject, and told us that arrangements were concluded to sell the prop-

erty to Mr. John Wanamaker, and we could get the use of the building by Mr. Wanamaker's consent. Mr. Stuart at once cabled Mr. Wanamaker (who was then in London),

and as nearly as I can remember, the cablegram received in return was that the committee could have the use of the building for three months for a compensation of \$1, or words to that effect.

"Mr. Wanamaker returned from Europe after the alterations had been commenced, and most heartily and earnestly gave his support and encouragement throughout."

Sometimes as many as 13,000 persons crowded the improvised auditorium at a single service. The last strain of the final

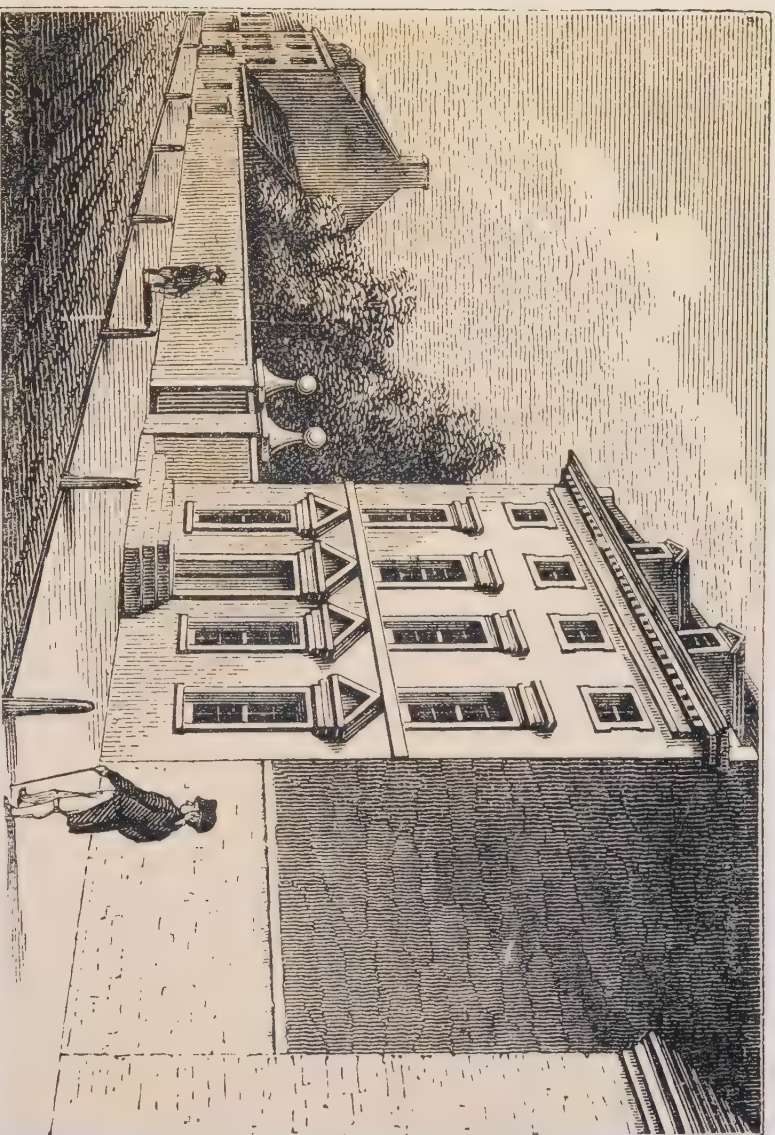


BETSY ROSS'S UPHOLSTERY SHOP

239 Arch Street, Philadelphia, Where the First Flag Was Made.

hymn still lingered among the rafters when a little army of carpenters and workmen began to make ready for the Wanamaker occupancy.

"Then everything was quiet on the outside of the place," writes the Rev. Dr. Miller, recounting his memories of the Wanamaker move. "The workmen were busy within—making nobody could imagine just what, until one morning the doors were opened and the mystery was solved. What the people saw when they were admitted was the beginning of this New Kind of Store."



The Philadelphia Home of General Washington, while President of the United States, located on Market Street (then High), near Sixth, where the Wanamaker Business was born.



The Grand Depot of John V



er about Centennial Time.



Memorial Hall, Centennial Celebration, Philadelphia, 1876.



CLIFTON HALL

A Country Seat near Overbrook, Philadelphia. Erected about 1682. Visited by Washington, Lafayette and Talleyrand.

CHAPTER X.

THAT morning was May 6, 1876.

The opening of this Grand Depot, as it was called for years, was almost simultaneous with the opening of the great Centennial Exhibition in Fairmount Park, Philadelphia.

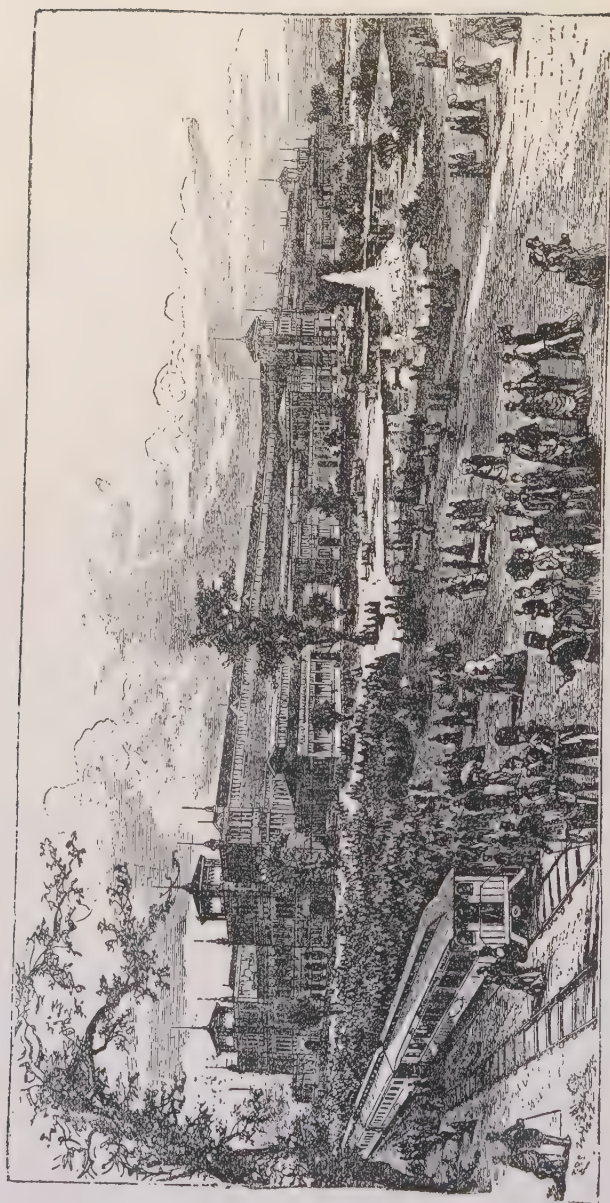
In point of wonder the new store was second only to that international group of buildings, and during the summer it was a sort of Centennial "annex."

The Centennial celebrated liberty for the American colonies in 1776.

The Wanamaker Store celebrated "freedom from the shackles of old, burdensome customs of business."

The Centennial lasted six months, pleasing and instructing ten million visitors.

Wanamaker's has kept on pleasing, instructing and serving countless millions,—an ever-growing exhibition

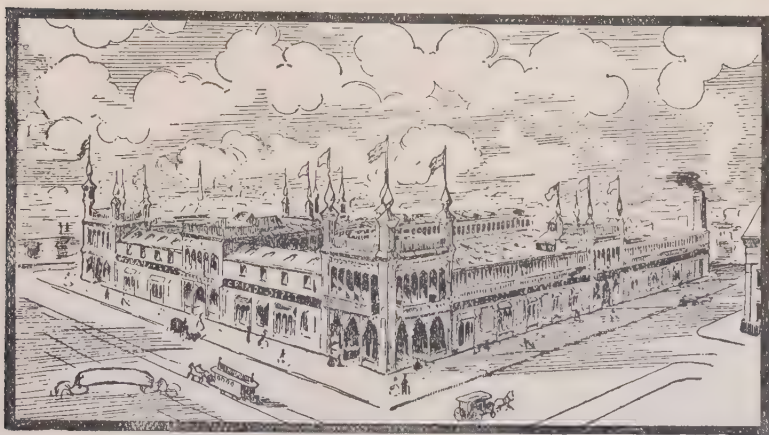


MAIN BUILDING AT CENTENNIAL EXHIBITION, PHILADELPHIA, 1876.

of products of soil and skill from every land under the sun and an exposition of Service without parallel in the mercantile world.

Thousands of Philadelphians crowded the remodeled depot on the opening day. At sight of the half-million dollar stock, divided into six departments for the outfitting of men and boys, the doubters smiled smugly.

"Just wait a year!" they said.



THE JOHN WANAMAKER STORE, PHILADELPHIA

Shortly after Centennial of 1876

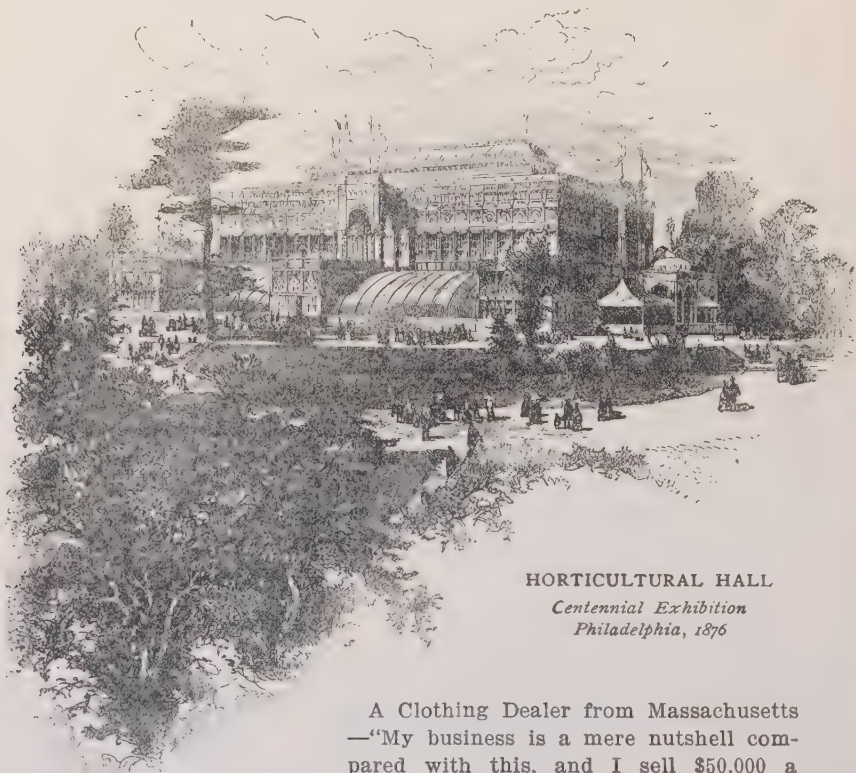
A few were far-sighted enough to encourage the innovator. And one of the store's contemporary advertisements thus shows how it struck some of the out-of-town visitors:

Visitors from all parts, as they enter our Grand Depot and look around them, break out into exclamations of astonishment and admiration. They say there is not another such store in either the old world or the new. We have thought it worth while to have one of our intelligent

salesmen jot down some of the remarks of visitors. He hands us these as verbatim expressions:

A Man from the West—"Why, this reminds me of a Western prairie! It's most as big!"

A Prospective Black Hiller (looking at a huge pile of black-cloth suits)—"I never expected to see the Black Hills with as little peril to my scalp."



HORTICULTURAL HALL
Centennial Exhibition
Philadelphia, 1876

A Clothing Dealer from Massachusetts—"My business is a mere nutshell compared with this, and I sell \$50,000 a year."

The Head of a Chicago Clothing House—"I was here a few weeks ago, and told my partner about you. He is coming on, not so much to see the Centennial, as to see your great establishment."

A Gentleman from Watkins, N. Y.—"This far exceeds my expectations. It is almost wonderful!"

A Visitor from Minnesota—"Have you seen what suits you?"
"Oh! yes, sir; I am simply enjoying a feast of the mind."

A Dealer in St. Louis—"This is a bigger thing than the Centennial itself. Why, an institution of this size would clothe the whole of Missouri!"

A Gentleman from Nashville—"I have come in to see the elephant, and to know how you get him out. Such a thing in my country would scare the people to death. They'd think they were done gone busted!"

An Alabama Man—"I have traveled the country over, and I must say this is the greatest business institution I ever saw in my life."

A Kentuckian—"A mammoth (he must have resided near the cave) place, this; and yet you appear to have it full."

A Bostonian—"Well, I really didn't know Philadelphia had such an establishment. It's ahead of anything in my section."

Few merchants believed the new two-acre store could succeed, because

1. *It would not importune anyone to buy.*
2. *The prices of goods were put down at the beginning to the lowest point that they could be sold for and there was no underground way to get them. All were on the ground floor from the first.*
3. *The goods were genuinely trustworthy. Seconds were not sold for anything but seconds, even if the people could not tell the difference.*
4. *A sale could be canceled and money got back easily by return of what failed to please.*
5. *New, fair and most agreeable relations were established between the purchaser and the seller, the poor and the rich, the wise and the unwise—there was no favoritism.*

This doctrine was rank heresy in trade circles.

But Wanamaker's was doing business with the public, not with other traders.

People were invited to see how clothing was made, and stress was laid upon the convenience of buying many things under one roof.

Quite as much of a revelation as the methods of cutting, sewing and trimming was the store's innovation of providing at all times the kinds of goods wanted.

Nothing was left to chance or good fortune. "I myself am good fortune," says Walt Whitman, who visited the store at times.

In the autumn of that Centennial year the plan for something different and larger—yes, larger even than the Grand Depot!—sprouted in the addition of women's and misses' shoes to the stock, and a second stalk of the germinating change showed in an advertisement of rubber coats for women.

Quickly following, in response to a demand, came the women's coat section. Then in succession were added trunks, hosiery and gloves, and for the first time in the history of any general store in Philadelphia, Buyers were sent abroad to study foreign markets and sources of production, and to skim their cream for the rapidly-growing business.

Before the end of the year, the store family numbered more than seven hundred members, and the Mail Order Bureau had been started in a nine by twelve room.



OLD MARKET HOUSE
Second and Pine Streets, Philadelphia.

CHAPTER XI.

EARLY in 1877, before the Grand Depot was a year old, came the New Kind of Store in its full beginning, incomplete as that beginning may now appear in the light of subsequent achievements.

Doubtless it was this mercantile innovation of 1877 that prompted Edward Bellamy to thus describe the ideal store of 2000 A. D. in his famous "Looking Backward," published in 1887, and long since outpaced by progress:

"Stores! stores! stores!" he wrote, "miles of stores! ten thousand stores to distribute the goods needed by this one city, which *in my dream had been supplied with all things from a single warehouse*, where the buyer, without waste of time or labor, found under one roof the world's assortment in whatever line he desired.

Where the labor of distribution had been so slight as to add but a scarcely perceptible fraction to the cost of commodities to the user."

Again he wrote:

"I was in a vast hall full of light received not alone from the windows on all sides, but from the dome, the point of which was a hundred feet above. The walls and ceilings were frescoed in mellow tints, calculated to



GEORGE W. CHILDS
1839-1894

soften without absorbing the light which flooded the interior. Legends on the walls indicated to what classes of commodities the counters below were devoted. The business of the clerks is to wait on people and take their orders; but it is not the interest of the clerks to dispose of a yard or a pound of anything to anybody who does not want it. Fastened to each sample was a card containing in succinct form a complete statement of the

make and materials of the goods and all its qualities, as well as price, leaving absolutely no point to hang a question on."

It is a matter of history that this particular part of Bellamy's vision was in some ways discounted a decade before he told about it, just as the present Wanamaker Stores in Philadelphia and New York make the rest of it a prophecy more than fulfilled.

Monday, March 12, 1877, marked the institution of merchandising methods even more sweeping in extent than those later embodied in Bellamy's dream.

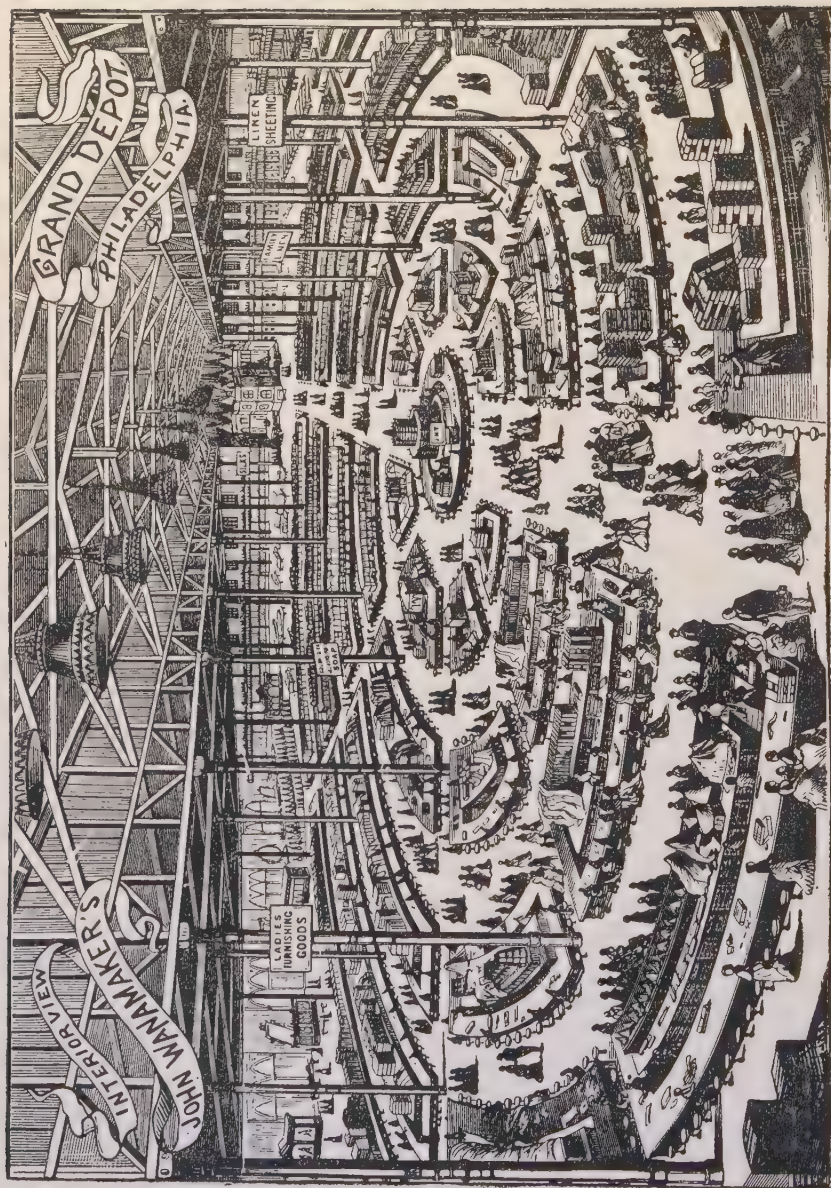
It was the opening of a new road to fields of satisfaction, a short-cut to savings in many ways.

Describing the arrangement of the New Kind of Store, that great editor, George W. Childs, said in the *Public Ledger*:

"Mr. John Wanamaker has converted his immense establishment at Thirteenth and Market streets into a retail dry goods store, and will open it for business today. The interior has been remodeled to accommodate the new trade, and is very attractive and convenient. In the center of the building is a circular counter, ninety feet in circumference, which is devoted to the sale of silks.

"In the space enclosed by this circle is an elegantly carpeted 'dark room,' lighted only by gas, to be used for showing silks for evening dresses. Radiating from the central counter are aisles 196 feet in length. These are intersected by other aisles running between the concentric circles of the counters, on which are exhibited all sorts of articles that go to make up a large and complete stock of dry goods.

"There are thirty-three blocks of counters, numbering 129 in all, and aggregating two-thirds of a mile in length, and in front of which are 1400 stools for the convenience of shoppers. There are elegantly fitted rooms for such goods as ladies' finished suits, and other departments, besides parlors, retiring rooms, etc., for the comfort of customers. The store, No. 1313 Chestnut street, has been purchased by Mr. Wanamaker and entirely demolished in order to make room for a beautiful arcade, leading from Chestnut street into his great



BIRD'S-EYE VIEW OF THE INTERIOR OF THE WANAMAKER GRAND DEPOT SOON AFTER ITS OPENING, 1877.

store. The entrance is handsomely ornamented, and the arcade is tiled with marble and lighted by day by means of stained glass skylights, and by night by elaborate chandeliers."

In keeping with the form of the store was the form of the business, as explained to the store family the day before the opening, when Mr. Wanamaker compared it to an immense wheel, each employe a spoke in the wheel.

He said he would be the motive power to keep it in motion, and if each spoke would remain in its place and do its duty, he promised that the motive power would never fall behind, but keep going ahead revolving this wheel and making it the largest and best of its kind in the world.

Details of this promise were set forth in this interview, published in the *Philadelphia Times*:

"So you are going to start the Dry Goods business?"

"Yes!"

"What is your idea, Mr. Wanamaker, in doing it?"

"To do in Ladies' goods just what we have done with Men's goods—first in getting Clothing for the people at reasonable prices; then in reducing the prices of Shoes; then in lowering the cost of Hats. All these are Men's and Children's goods. Now, then, we propose to turn our attention to Women's goods, hoping to bring about beneficial results."

"But this is not in your line?"

"Why not, who has a patent on merchandising? We never questioned the right of the Dry Goods stores that began to sell Clothing, nor would we doubt the propriety of dealing in any article that we pleased. If we were just starting in business who would consider it proper to question what business we chose to follow?"

"But you have a large business already."

"So we have, and we worked sixteen years for it, and with the large property we now have we can do a great deal more business with no more expense for rent, taxes, gas, and only the addition of needed clerk hire. This is a great advantage for introducing a new department."

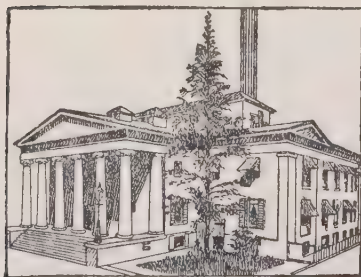
"What is the tendency of large establishments?"

"Well, the moment the doors of the new Dry Goods Department open the prices will go down throughout the city."

[*Note.—This afterwards proved to be the fact.*]

"Why do you suppose that?"

"Because the more competition the better it is for a community—the better the people are served."



OLD UNITED STATES MINT

*Juniper and Chestnut Streets, Philadelphia,
in 1883*

"What is your plan in conducting the Dry Goods business?"

"First. To secure superior men in each department whose undoubted ability will guarantee a good stock.

"Second. To sell only good makes of goods.

"Third. To stick to One Price.

"Fourth. To mark all the stock uniformly low.

"Fifth. To exchange all kinds of goods."

"What, you don't mean to exchange a pattern cut off for a Dress?"

"Yes, just that and more—we shall give back the money paid if desired!"

"Why, never was such a thing heard of in the Dry Goods business!"

"Exactly so, and the 'Grand Depot,' at Thirteenth and Market, will in that and some other respects be unlike any other store."

“What effect will this have on other storekeepers?”

“That is not the question; the real question to be considered is whether the people will be served by it or not—it is not the few that are to be thought of, but the many. To answer a polite question, however, unquestionably the new store must have an excellent effect on the city business—two roads to New York serve the city better than one would—by its uniformly moderate prices it will compel low prices everywhere; it will stimulate every one to do their best to serve their patrons; it will attract, by its mammoth stock and its conveniences, crowds of people from the country, who buy all kinds of goods of our neighbors, the Furniture, Glassware and Stove stores, Harness, Grocery and other stores; it will bring money to Philadelphia that otherwise would not come here; it will give employment to hundreds of people, many of whom would otherwise be idle.”

These and other vital principles of the Wanamaker system were elaborated in an advertisement printed in the *Philadelphia Press*, then edited by the brilliant journalist, John W. Forney, who was one of the store's staunch friends.

This is an exact copy of the wording of that announcement:

**NEXT MONDAY THE GRAND INAUGURATION OF THE DRY
GOODS BUSINESS AT THE GRAND DEPOT, JOHN
WANAMAKER, THIRTEENTH STREET
AND NEW CITY HALL.**

TO THE LADIES.

TO THE LADIES.

In introducing the Dry Goods business as the principal feature at the Grand Depot for merchandise (Thirteenth Street and New City Hall), it seems proper to say that the growth of the city and the accommodation of the public seemed to call for such a central and extensive point for shopping.

From the first day we opened the “Grand Depot” the Ladies have inquired, “Why don't you open a Dry Goods Department?”

The answer is now given.

The Dry Goods Department is a fact! All that large capital, sixteen years' experience as retailers, studying the wants of the people, splendid location, remarkable store-room, uncommon facilities to buy goods cheaply, loyalty to customers' interests—all that these advantages combine are offered to the people.

Notice is drawn to the fact that every yard of goods has either been freshly imported or purchased under the advantages of gold almost at par.

**Under One Roof and on One Floor May Be Found Conveniently
Arranged the Following Departments:**

- A—Black and Colored Silks.
- B—Mourning Goods.
- C—Dress Goods.
- D—Ladies' Furnishing Goods.
- E—Woollens, Boys' Wear, Ladies' Cloakings, Etc.
- F—Flannels and Domestics.
- G—Linsens and House Furnishing Goods.
- H—White Goods and Embroideries, Etc.
- J—Upholstery.
- K—Boys' and Misses' Suits.
- L—Ladies' Suits and Coats, Shawls, Etc.
- M—Hats and Caps.
- N—Gents' Furnishings Goods.
- O—Gents' and Boys' Shoes, Ladies' and Misses' Shoes, Rubber Goods, Trunks, Etc., Etc.
- P—Men's Clothing.
- Q—Custom Department, to make to order.

Nothing need be said about prices, as our manner of dealing not only protects customers, but insures the lowest prices. This system, originated by Mr. Wanamaker, is adhered to in all departments, viz:

First—Return of money if buyer returns goods in ten days uninjured.

Second—The guarantee to each buyer, stating terms of sale.

Third—No second price.

Fourth—Any article (including cut goods) may be exchanged if desired, within two weeks of sale.

For the convenience of customers a new entrance is being opened from Chestnut Street, about midway between Thirteenth Street and the U. S. Mint.

The kindly support of the Philadelphia public, so uniformly generous in the past sixteen years, is confidently expected in this new Department, providing it is deserved, and not otherwise.

Will the people come on Monday, or at their leisure, and see what we have done?

Most respectfully,

JOHN WANAMAKER.



Oak Hall, Sixth and Market Streets, Philadelphia, in 1861. John Wanamaker and Nathan Brown, Partners in the Business.



Penn Squares, Philadelphia, as they looked in the Early Seventies, with the Iron Railings Removed.
Site of City Hall and the Wanamaker Store.



The Site of the Wanamaker Store, Philadelphia, as it appeared in 1875.



Interior of the Old Pennsylvania Railroad Freight Depot, Thirteenth and Market Streets, Philadelphia, used for the First Moody and Sankey Revival Meetings, November 4, 1875. Small pictures show Dwight L. Moody on the left and Ira D. Sankey on the right.



The Old Wanamaker Philadelphia Store, as it appeared from the Northwest prior to February, 1902.
(Note the cable slot in the street railway.)



Market Street Front of the John Wanamaker Philadelphia Store in 1887. Chestnut Street Front of the Original John Wanamaker Philadelphia Store at Thirteenth and Chestnut.



Henkels Furniture Shop, which stood at
Chestnut and Thirteenth Streets.



Chestnut and Juniper Street corner of the
Wanamaker Store.



Transept in the Old Philadelphia Wanamaker Store.



HERE in the city where the *Outlook* is edited, on Broadway between Ninth and Tenth streets, is a huge dry goods store. The business was originally started, and the block of which I am speaking was built for the purpose, by an able New York merchant (A. T. Stewart). It prospered. He and those who invested under him made a good deal of money. Their employes did well. Then he died, and certain other people took possession of it and tried to run the business. The manual labor was the same, the physical conditions were the same; but the guiding intelligence at the top had changed. The business was run at a loss. It would surely have had to shut down, and all the employes, clerks, laborers, everybody would have been turned adrift, to infinite suffering, if it had not again changed hands and another business man (John Wanamaker) of capacity taken charge.

The business was the same as before, the physical conditions were the same, the good-will, the manual labor the same, *but the guiding intelligence had changed, and now everything once more has prospered, and prospered as had never been the case before.*—Colonel Theodore Roosevelt, former President of the United States, in an Editorial in "*The Outlook*," 1910.



THE underlying idea of Mr. Wanamaker's great undertaking is to bring the producer and consumer into the closest possible relations; to offer the article wanted with the least possible amount of intermediate handling.

This idea of yours has greatly excited the town. I stand by you on the old proverb: "The greatest good to the greatest number."—*Colonel John W. Forney, in May, 1876.*



OLD HORSE MARKET INN

Southeast Corner of Juniper & Market Streets, Philadelphia, as it appeared in 1852.

CHAPTER XII.

STANDING in the store a few days after the new opening, John W. Forney looked over the two acres of dry goods, and said:

"This idea of yours has excited the town. I stand by you on the old proverb—'The greatest good to the greatest number.'"

"I shall always remember that morning. I had the privilege of being shown over the new store by the honored proprietor himself," wrote Dr. James R. Miller. "I never shall forget his happiness. He told me what he hoped the new store would do for Philadelphia. Goods could be bought a good deal cheaper in Philadelphia that day, he said, than the week before. People would not need any longer to go to New York to do their shopping. Instead of hurting other stores in the city, this new store would do them all good. It would bring new business to Philadelphia from all the surrounding country, and all the stores would get their share of this. It

would introduce new ways of trading and doing business, and all the stores would get a fresh impetus."

This "fresh impetus" was strangely manifested at first.

Opposition to the New Store and its New Methods—based on a misconception which confused broad revolutionary lines with narrow monopoly—asserted itself on the very day of the opening.

There seemed to exist a general belief among Philadelphia merchants that other stores would be put out of business by Wanamaker's. This feeling was exhibited in varying forms, that ranged from panicky apprehension to avowed hostility. It was not allowed full vent in print, yet one can fairly sense the situation by glancing back over some of the statements made by other Philadelphia stores at the time.

It meant war on the New Kind of Store.

A view of the battlefield, through the glasses of a newspaper file from 1877 to 1884, reveals much that is interesting and significant—each of the following excerpts being taken from the advertisements of competing firms during that period:

"We expect to retain and increase our present large trade by giving better value for the money than we have ever offered. Our cheap location enables us to do it. Our small expenses enable us to do it!" (*The Wanamaker system was lowering prices!*)

"On and after Monday, March 1, we will offer our entire stock of dry goods for cost for cash." (*A scared rabbit!*)

"Our cost-mark is:

DONT GIVE UP

1 2 3 4 5 6 7 8 9 0

"We will sell from today our entire regular stock at cost; as we give you our cost-mark any person can look at our tickets and find the exact cost of every item in our store, letters standing for figures as above." (*Were the "costs" too high to begin with?*)

"Our employes make it a point to give those who call polite attention." (*Another Wanamaker innovation bearing fruit.*)

"Dry goods at one price—that is, the price the customer and I can agree on." (*Not yet converted!*)

"Not selling for cost, but at prices as low as our neighbors' professed cost prices." (*The war was on!*)

"\$50,000 worth of dry goods at twenty to thirty per cent. less than they formerly cost us to buy, being determined not to be undersold by any in the trade." (*What a compliment to the New Kind of Store—that its selling prices were 20 to 30 per cent. lower than the cost prices of another store!*)

This war of words ushered on the field of battle many a laughable attack, as now viewed, though there was then deep meaning behind shafts of sarcasm and ridicule such as these, taken from a mock-advertisement for the Store in the *Sunday Gazette* of April 8, 1877—the Wanamaker Store itself has never advertised on Sunday:

Billions of Millions!

more or less, of Ladies and Gentlemen, Boys and Girls, Spitzdogs and Poodles, have visited our Immense Emporium during the first week of its existence and the mammoth headquarters of Monopoly is now an established fact, and must remain a monument to the Gulli-

bility of the Public as long as there is a Public to be gulled. All of our Departments are thoroughly stocked with miscellaneous merchandise for Culinary Purposes, and our attendants are constantly prepared to wait on cash customers.

Something New.

Our incomparable combined Mince Pie Meat Cutter and Mixer, Onion Peeler, Potato Parer, Dish Washer, Fire Tenderer, and Front Door Answerer—a Triumph of Modern Mechanism, invented and perfected by Ourselves. This ingenious machine will enable Housekeepers to dispense entirely with servants. All that they have to do is to buy one of these Wonderful Machines, wind it up, set it going, lock up the house, come to our Emporium, and be happy.

Our visiting patrons may now obtain choice Southern shad, warranted to have been caught in seines made by Worth of Paris. His private business mark is stamped on every fin of each shad.

Ten Button Kid Lobsters.

A large line of these fashionable crustaceans has just been secured, being the unconsumed balance of an ancient fisherman's declining business—because we coaxed all his employes away from him.

Iron-Clad Crabs.

An improved and succulent variety of the Hard-shell species. These crabs are economical, one of them going a long ways, even in a large family.

Trained Oysters.

At an enormous outlay we have secured several large

beds of thoroughly trained oysters. These bivalves may be kept in cold cellars for any length of time. When wanted, the cook has but to whistle for them as though they were pet dogs. On hearing the familiar sound the educated bivalves come into the kitchen by dozens, open themselves, and jump into the stewing pan, or into the frying pan, as may be desired.

About the same time, the *Sunday Mercury* printed on its editorial page a three-column article ridiculing the Wanamaker System, and giving the store three months of grace before the sheriff stepped in.

Jests of this sort indicate active fermentation.

On March 11, 1878, one of the earliest Wanamaker canons was thus quietly accepted and reaffirmed by another Philadelphia store:

"These Opening Days are meant for visits of inspection, and no importunities to purchase will be permitted."
(*Light was breaking!*)

On June 3, 1881, in connection with the Wanamaker Store's first advertisement of Morris chairs it was stated that "They were made in our own factory because the maker whom we had employed threw up his job under threat of a boycott if he worked for Wanamaker."

The fact that a hostile feeling long existed towards the store was thus reflected in its editorial of March 13, 1883:

"There is an impression abroad among shopkeepers that our success has been a hindrance to theirs. We think that impression a very natural one; we are not surprised that it is very general; but we think it transi-

tory, for nobody who compares the state of trade in Philadelphia in Centennial year with the state of trade here now, can entertain any such notion."

By 1884 the thunder storm of opposition that assailed the new business had become little more than a memory; but still a vivid memory, as appears from this Wanamaker Store editorial printed March 11th of that year:

"Seven years ago the winds of old trade customs were dead in our faces. Never did Kansas cyclones blow more fiercely. We could only do our best and trust the good common sense of the people to set things to rights. We have not been disappointed."

The war was over. There was still guerrilla firing at the New Store—yet it scarcely signified, for stores that had been foremost in opposition fell one by one into Wanamaker ways.

But when not actively fought, the store was quietly foraged on.

On January 14, 1890, extended reference was made to the plagiarism by other merchants of the Wanamaker advertisements:

"In one day seventeen quotations are found in the East and the whole advertisement was copied bodily in the West."

On January 28, 1895, in answer to a form of criticism still echoed, but more feebly:

"The first day's business of this firm was the small sum of \$24.67, and inch by inch the business grew, slowly

making necessary capital, creating buildings, organizing systems, improving methods—under an iron purpose to be worthy of the City, and useful to its citizens. It is clearly, therefore, not the creature of capitalists, or the result of monopoly, but the natural growth day by day of certain principles, courage, enterprise and energy.”

There was no gainsaying the fact that the Wanamaker System was more welcome to the public than to merchants.

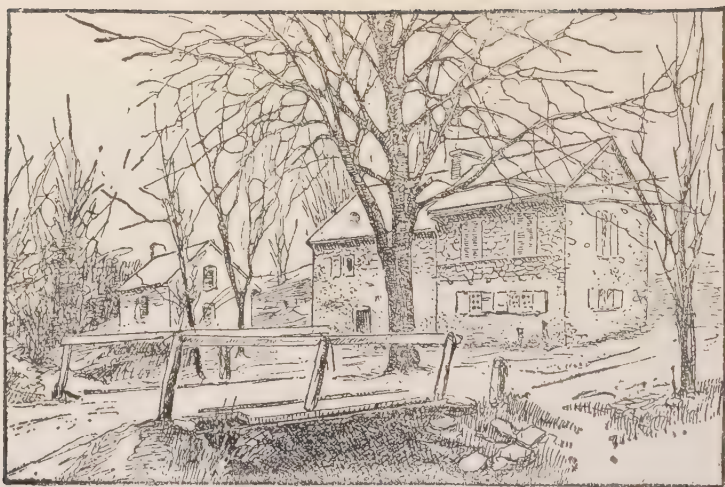
Business had never before been done this way, and some foolishly imagined that old customs could hold out against progressive and right methods.

Always there are those who think they can stop the world moving by imprisoning Galileo! “YET IT MOVES,” as Galileo himself said the last time he was haled for heresy.

No better evidence of the influence of this second Declaration of Independence can be offered than this Wanamaker statement, made in 1900:

“Where there was one large dry goods store twenty-five years ago there are ten today—so well have the people supported the new codes and practices of business dealing. We have never sought to secure patents on our system; but, on the contrary, have given our best strength and experience to educate generals and soldiers of every rank for the mercantile army.

“We take pleasure in the success of everybody in business, and even when instant duplication of our methods is attempted, we hope that tomorrow we shall be as fresh as today, and shall be in the future as in the past, attempting to do what has hitherto been unattempted.”



RITTENHOUSE PAPER MILL, GERMANTOWN, PHILADELPHIA
Built seven years after Penn founded the City of Philadelphia, and still standing.

CHAPTER XIII.

AS a rule, the public decides whether or not so-called public service *is* public service. People test it by studying the division and application of profits.

During the first sixteen years of its existence, the Wanamaker business evidently stood the test, for on the opening day of the New Kind of Store, March 12, 1877, more than seventy thousand persons crowded the place, and the way salespeople were constantly kept busy proved that these visitors were not mere sightseers.

A leading newspaper said next morning:

"From the hour the doors were thrown open yesterday morning until they closed at 8 o'clock in the evening, a constant stream of sightseers and patrons thronged the vast building. At an estimate based upon a count made for one hour, 70,106 persons visited the establishment yesterday. The building was so jammed at one time that

Mr. Wanamaker seriously contemplated closing the doors, and allowing only a limited number in at one time. The number of employes in the building yesterday was six hundred and fifty-four, and only by the most assiduous industry were they able to wait on all the customers."

All was so different from anything before seen or heard of that even the doubters couldn't help wondering.

"Just as if the Centennial had come to life again!" exclaimed one man, who made a grand tour of the twenty-odd departments.

As a matter of fact, he was attending the christening of something greater than any mere exhibition.

The christening of CO-OPERATION in trade.

The application of MUTUALITY to merchandising.

The elimination of time, trouble and uncertainty from buying.

These three giant levers have lifted into being the granite home of trade in Philadelphia and the twin stores in New York.

"It takes as much generalship to organize a business like this as to organize an army," said General Grant, standing in Wanamaker's a few days after this opening.

He left the White House on March 4 and came at once to Philadelphia to visit his friend, George W. Childs, before starting on his famous tour of the world. It was the clothing department of the New Store that uniformed Grant for that memorable journey. As Mr. Childs tells it:



ULYSSES S. GRANT
1822-1885

"In making his preparations for this tour General Grant had no idea of the reception that awaited him, and it was only on the eve of his departure, while he and Mrs. Grant were my guests, that I suggested the necessity of his taking his uniform and sword. Uniform General Grant no longer owned, but one we soon got at Wanamaker's, and his swords were all deposited in Washington, but one was hastily sent him."

A month after the opening came the first "Opportunity Sale"—an event that carried its full meaning in its name. In orderly procession followed "Partial Inventory," "Midsummer" and "Early Fall" sales, each offering special advantages in keeping with changing styles and seasons.

Before Wanamaker's, styles had been more or less regulated by the condition of existing stocks. If a certain merchant was overloaded with certain goods, he sold these as the "latest," and those who could not keep posted were accordingly misled.

In October, 1877, the Grand Depot announced "Lady-like costumes, cloaks, coats and wraps from Paris, Berlin and elsewhere." This was the first time Paris modistes and tailors had been represented in America in a large way, and it prefaced the present-day Wanamakerism of showing new fashions SIMULTANEOUSLY with their advent in foreign capitals. Today the Wanamaker Stores are actually fountainheads of fashions in America.

To make room for internal expansion was an immediate problem of the New Kind of Store.

In 1877 an alley, called Kelly street, still divided the square between Market and Chestnut. Growing pains were already being experienced. So, very quietly the store set to work to discount coming conditions.

From a worthy negro was purchased the house at 1313 Chestnut street, and before anyone knew what was being done, Kelly street had been bridged and an arcade entrance from Chestnut constructed.

Philadelphians could hardly believe their eyes when they beheld this change that heralded a day when Kelley street should be declared an obstacle to progress and confiscated as such; when the whole north side of Chestnut street, from Thirteenth to Juniper, would be part of the store that kept making ten-league advances during 1878.

That year saw the first of the now-famous Mid-winter White Sales and the inception of the hosiery department, the china store, and a special department for little children's clothes.

In May a special day was set aside for "little fellows," this being the forerunner of the Wanamaker CHILDREN'S DAY, started in November, 1880, and destined to develop into one of the vital phases of this Industrial Endeavor.

About this time the store gave full expression to its place as something more than a trading mart, by keeping open one evening for the sole purpose of letting people see its sights—no business being allowed.

And the night after Christmas, 1878, it gained for itself a new page in the history of universal progress by becoming the FIRST STORE EVER LIGHTED BY ELECTRICITY.

At a cost of \$10,000 in money and of daring enterprise—for only "fanatics" and "cranks" then thought electric lights would prove practical!—eight dynamos had been installed to supply the current, and when the power-juice was pumped into the carbons by these queer contraptions, the effect startled thousands.

Twenty-eight arc lamps made the interior almost as

light as day, and gained praise and wonder from newspapers and the public. One well-known business man spent several hours in the store "waiting for the lamps to go out," as he was plumb-sure they must!

The electric lamps lighted the way to expansion in every department, and in the autumn of 1879 the floor space occupied by the business totaled 4 11/100 acres, and there were 40 distinct sections.

They lighted the way also to one of the most important and widely copied of business innovations—full-page advertisements in newspapers. For in December, 1879, during the great reception given General Grant on his return from girdling the globe, Wanamaker's first made consecutive use of this now generally adopted publicity measure.

Five months later was introduced the "Wanamaker style" of advertising. The old-fashioned sort that had undergone few changes since Franklin's day was replaced with real news, written in plain, straightforward language, and printed in clear, readable type. This in place of prosaic statements repeated from ten to a hundred times, and set in whatever form pleased the printer.

FORWARD, MARCH!

The year 1880 marked more pioneering.

For the first time in any store, pneumatic tubes were installed as cash carriers.

For the first time in any store—on November 20—a CHILDREN'S DAY was inaugurated.

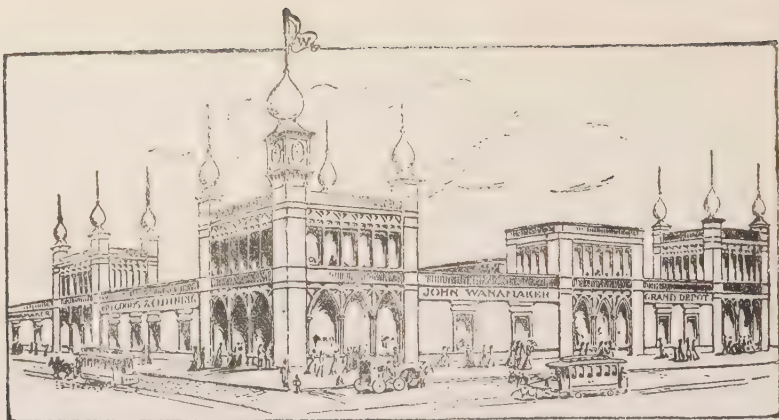
For the first time an American general store opened an office in Paris "as a permanent facility for buying goods and executing commissions within the scope of our business."

Of these three big innovations, Children's Day must rank first. As a correspondent has said:

"It was your store that gave us Children's Day. We all know what a hard lot children have, even under the best circumstances. They are considered a nuisance. Hotels don't want them; landlords taboo them; the building up of the city is robbing them of all their playground—they can't even play ball or shinny in the squares!"

"Everywhere the child of today is *persona non grata*—in other words, a sort of nuisance. Your store has changed that. Thousands of little ones get their first lessons in self-respect from the courtesy it extends them. It gives them entertainment; it gives them education; it throws an awakening light into their hearts and souls."

That year—1880—many new departments were added—chief among them jewelry and carpets—and the number of employes increased to nearly 1600.



WANAMAKER'S OLD "GRAND DEPOT," PHILADELPHIA
*As Reconstructed from the Old Pennsylvania Freight Station, during the
 Philadelphia Centennial, 1876.*

CHAPTER XIV.

WANAMAKER'S was no longer a store, but a little city in itself—a city of countless opportunities for each of the two classes into which all men are divided, —buyers and sellers.

Let us view it at this stage through the eyes of Editor Forney, who in 1881 wrote in the *Philadelphia Press*:

The phenomenal growth of the Grand Depot marks an era in the history of trade, plainly pointing the way which the business of the future is destined to pursue. The establishment occupies the square between Thirteenth and Juniper streets, on the south side of Market street, extending through to Kelley street, with an arcade reaching to Chestnut street. The Main ground measurements are 374 feet north and south by 250 feet east and west, besides the arcade and adjoining premises occupied by the business. The ground floor of the depot measures $2\frac{1}{2}$ acres, the largest

single floor area devoted to business purposes in the world. The gallery and basements together also measures about $2\frac{1}{2}$ acres, making 5 acres all told, packed full for the most part, from floor to ceiling, with the choicest products of mill and factory, furnace and the forge, workshop and the studio.



JOHN W. FORNEY
1817-1881

To enter the depot at Chestnut street and proceed straight through the main avenue to Market street involves a walk of over 180 yards, and there are very few public avenues in the greatest cities where so many people will be encountered and so much worth seeing will be met to attract the eye. On an ordinary business day there will be 2500 people an hour passing both ways under the clock at the entrance of the Arcade, and during a pressing season, as about Christmas time, it is within reasonable limits to say that a throng of 40,000 visitors surges through the main avenue daily.

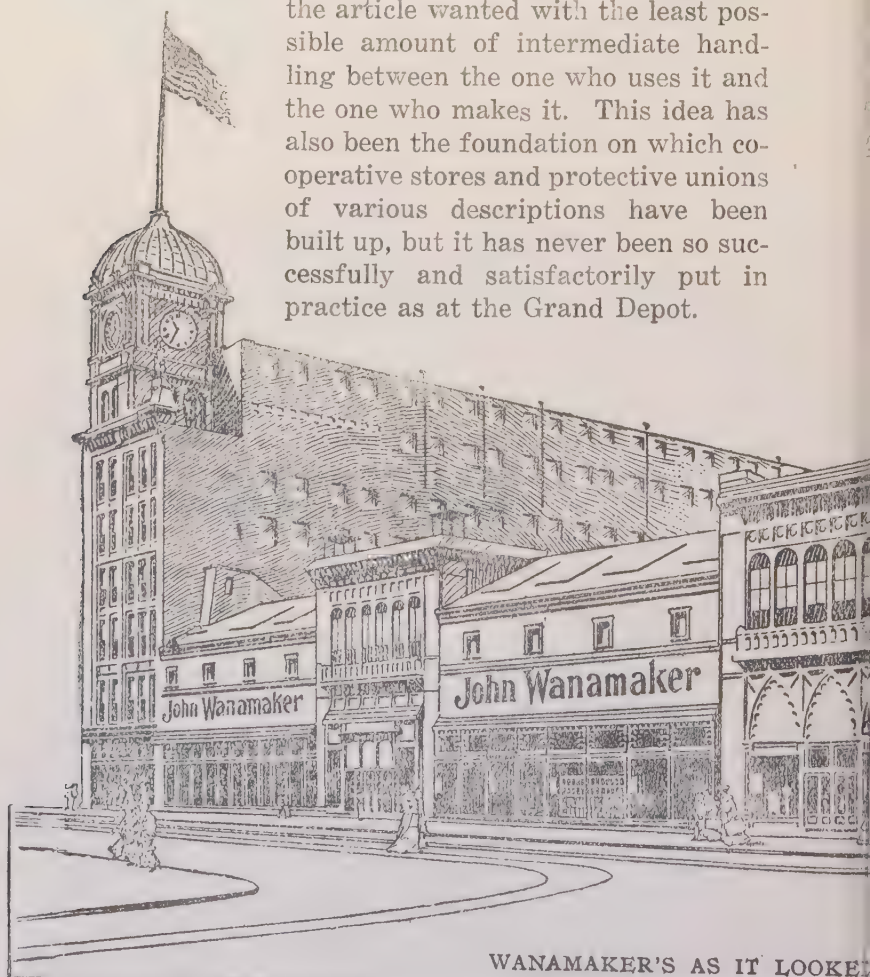
As is very commonly remarked, a view of the main floor from the antique gallery west of the Chestnut street entrance strikingly recalls the Centennial Exhibition. There is the same width of display extending about as far as the eye can reach, the riches of the world brought together from all lands, and representing all departments of art and industry, tastefully arranged to be shown with advantage. There is the same sense of spaciousness and, what is specially noticeable, the same ample illumination, the whole place being light, bright and cheerful.

Such a general view will show that most of these

departments, 46 in number, are arranged in circles about a common centre. This centre is the heart of the establishment from which a vital tide flows to the extremities of the sales counters in a steady current during business hours.

The underlying idea of Mr. Wanamaker's great undertaking is to bring the producer and the consumer into the closest possible relations; to offer

the article wanted with the least possible amount of intermediate handling between the one who uses it and the one who makes it. This idea has also been the foundation on which co-operative stores and protective unions of various descriptions have been built up, but it has never been so successfully and satisfactorily put in practice as at the Grand Depot.



WANAMAKER'S AS IT LOOKED

The methods by which this success has been attained are simple enough, as the methods of all great enterprises necessarily are. The watchwords of the business are Veracity, Courtesy and Accommodation, and these are made effective throughout the establishment by means of Organization, Order and Discipline.

Inauguration of the Art Gallery early in 1881 added another watchword—"ART"—to the business.

Up to that time nearly all stores had confined their decorative efforts to the use of gaudy chromos sent to them to advertise various sorts of goods.

Art and business were looked upon as first-cousins only in the sense that they could not wed!

Wanamaker's denied the allegation and laid the foundation for one of the most notable of picture-treasure-



St. 1904, FROM CITY HALL

houses. This phrase fitly describes the present Philadelphia store, wherein hundreds of the best modern paintings—most of them selected from Paris Salons and many world-famous—are hung for the enjoyment and education of the public. And now none would even think of trying to divorce Art and Business thus happily mated!

In 1881 Wanamaker weather indications were first printed, and they proved more correct than those issued by the government. The optical department was opened; Morris chairs and gas stoves were first sold, and the store began making all the mattresses it offered, because excelsior and shavings had been found between the layers of hair in those bought from manufacturers even of excellent reputation.

Spreading further along Chestnut street, the store occupied five additional houses in December and the holiday shopping crowd was record-breaking.

"We hope never again to have to close the entrance doors for the protection of those within," read one of the advertisements that month.

About that time a hole was cut in the roof—not as an additional entrance! Airships had not yet come.

The story of that hole is the boiled-down story of the Wanamaker Industrial Endeavor from its beginning in 1861 to its present prestige.

The hole was cut directly above the Black Dress Goods section.

One who has tried to examine or select black goods by artificial light needs not be told the purpose of this glassed space.

"But how could customers compel such an advantage?" may be asked.

They could not. All they could do was to accept and use it, for the idea originated on the other side of the counter—the store's side.

It was a concrete example of al' that Wanamaker's stands for—letting in the light.

"**LETTING IN THE LIGHT**"—the story of this business in five syllables!

More light was let in the next year by the addition of more Chestnut street stores, and along with the light came a larger supply of fresh air, furnished by ventilating fans that forced 5000 cubic feet of outdoors through the aisles every minute. Stair-climbing was eliminated by elevators.

"Book News," now the leading monthly book review, was started in this year—1882.

In two years the business had doubled. At Christmas time in 1882 the employes numbered 3292, and the departments included under one roof were as follows:

Silks, Black Dress Goods, Flannels, outer garments for Ladies and Children, Dresses for Ladies and Children, Furs, Shoes, Underwear, Corsets, Skirts, etc.; White, Goods, Hosiery, Laces, Ruches, Collars, etc.; Hamburg Embroidery, Gloves, Millinery, Ribbons, etc.; Men's Furnishings, Hats, ready-made clothing for Men, to order clothing for Men, ready-made clothing for Boys, to order clothing for Boys, Jewelry, Engraving and Frames, Books and Cards, Linens, Muslins, Umbrellas, Harness, Saddlery, Silverware, Fans, Toilet Articles, Toys, Trunks, Bags, Rubber Goods, Artists' Materials, Upholstery, Mattresses, Furniture, Carpets, China, Kitchen Furnishings.

Early in 1883 five more sections were added, the room being provided by ten more buildings on Chestnut street, and the block was now solid Wanamaker from Thirteenth to Juniper and from Chestnut to Market street.

This gave an unbroken area of 250 x 488 feet—and the immensity of the space may be gauged by the fact that, if numbered in accordance with the city plan, Wanamaker's Philadelphia Store today would be entitled to 55 building numbers on the four streets it faces.



HENRY PRATT

Tracing back the ownership of this land, one finds that Henry Pratt came into possession of the northeast corner of Juniper and Chestnut streets, by patent, dated the 2d day of November, Anno Domini One Thousand Seven Hun-

dred and Eighty-seven, from The Supreme Executive Council of the Commonwealth of Pennsylvania, under the hand of Benjamin Franklin, President.

Subsequently—on the 31st day of March, A. D. 1796—he acquired title to the balance of the real estate facing on the north side of Chestnut street, from Thirteenth street west.

The north half, fronting on Market street, came through a number of owners; among whom were John A. Brown, the great banker; Henry C. Townsend, Guardian and James Dundas, Trustee, and was sold to the Pennsylvania Railroad about the time (1853) that it procured the middle section of the original Grand Depot plot from the estate of Thomas Kelly, to whom it passed through a few hands from Henry Pratt.

The fee of the soil to Kelly street, a 15-foot wide alley, extending from Thirteenth street to Juniper street, at the distance of 200 feet from Chestnut always remained in

Henry Pratt and was sold by his estate in 1881 to Mr. Wanamaker, at which time proceedings were instituted through the Court of Quarter Sessions of Philadelphia, complying exactly with the law by neighborhood injuries, etc., by which this alley was permanently closed, it being of no further public use and the title to all the properties abutting thereon having become vested in one owner.

The old deeds for this old Grand Depot property are interesting reading. In the chain of title to some of the ground is included the names of the Pratts, the Perots, the Lardners, the Ewings, the Bartons, the Merediths, the Dundas's, and other names familiar to Philadelphia.

The year 1883 was one of varied growth and expansion. June first the actual value of the stock was \$2,500,000—a mint of merchandise. The floor space was now eight acres; the Mail Order Bureau was receiving and answering an average of 1000 letters daily and Buyers for the store went to Europe by the half-dozen. The ventilating system was so enlarged and perfected that in summer the store temperature was many degrees cooler than the air outside.

The following year was marked by an incident of great significance, told in the Wanamaker advertising November 5, 1884.

In the store was an India shawl priced at \$650.

After examining it, a prospective purchaser said she would look elsewhere, before buying.

She came back within an hour, telling of a \$750 shawl in another store which had been offered her for \$600. She asked for a similar reduction and insisted that the matter be left to the head of the house.

"I would knock the end of the store out first," was the reply sent back to her.

She bought the shawl for \$650!

On October 30th a Bureau of Information was started, and about that time was printed this brief biography of the Wanamaker book business:

"September, '77, \$10 worth of children's books bought and placed at the end of a counter; November, '78, \$1000 worth brought in; in '79 the largest sales of any day, a trifle over \$1000; in 1880, a little over \$2000; in '81, something over \$3000; in '82, over \$5000; in '83, about \$8000, and in '84, about \$10,000."



PENNY POT HOUSE

Front and Vine Streets, Philadelphia, One of the First Inns in the City.

CHAPTER XV.

IT was in 1885 that people began to call the store "Wanamaker's" instead of the Grand Depot. At that time it was accurately estimated that Wanamaker's was selling one-seventh of all the linen handkerchiefs brought across the sea—which indicates the amazing size of its retail output. A year later it was figured that 21½ per cent. of the linen business of the United States was done in this one establishment.

Long had the question of a Saturday half-holiday been discussed. Pros and cons were as plentiful as dust in a drouth, and the matter might still be mooted but for the Wanamaker announcement on April 29, 1886, which read thus:

"The Saturday half-holiday has got to be settled. After July 4th we shall close at 1 o'clock on Saturday afternoons."

This ended an economic controversy. Again the store was pioneering. Other stores quickly caught step and soon the reform became an unwritten law in Pennsylvania and other States.

Here, as on many another page of this history, is seen the shadow of something bigger and better than mere money profits.

In another way 1887 was a memorable year. In September the Centennial of the adoption of the Constitution was celebrated. In that part of the old building where the Jewelry Store now stands, an old Philadelphia shop, which stood in 1787, at the corner of Pine and Water streets, was reproduced. On the second floor was a cottage furnished as an antique home, also Gothic and Moorish rooms. On the first floor were looms making silk, knitting machines making stockings, women dressed in Revolutionary costumes spinning flax, old-time shoemakers and other exhibits.

Exhibits of historic and educational value have always been among the store's most helpful features. From year to year it has been a sight-teacher of history, industry and the arts.

Passing the 5000 mark for employes in 1888, Wanamaker's in 1889 proved its worth as a first aid by collecting, packing and forwarding without cost contributions for the sufferers in the terrible Johnstown flood. At that time the delivery service included 68 wagons and trucks and 121 horses—automobiles not yet being adapted to delivery purposes.

This entire distribution force was in line on the morning of November 11th, when a parade made up solely of Wanamaker wagons was held in honor of the delegates to

the Pan-American Congress then meeting in Philadelphia—"a scene which so impressed the delegates that they broke into hand-clapping," according to the *Evening Bulletin*.

During the sessions of this congress, the Wanamaker advertising discussed "The relation of the retail merchant to the business system of the period," "The applied science of retailing," "The possibility of a great retailing house supplying amusement, inspiration, convenience and some degree of culture to the community;" and displays were made of rare goods, American dress materials, sewing silks, art needlework and Philadelphia-made carpets and rugs.

Now the store had reached such pre-eminence that New Yorkers actually overcame their ancient and laughable prejudice against Philadelphia by coming to this city for the purpose of shopping at Wanamaker's. The magnitude of the business is shown in the record of a sale held in January, 1890, when 11,850 pairs of women's stockings were sold one day before three o'clock.

They had been advertised the Wanamaker way.

And this year must be remembered as the one in which the permanent Paris office was opened.

Sixteen acres of floor space in 1892 tells of advancement unparalleled.

FORWARD MARCH was still sounding, as it does to this day and hour.

The store had been a Centennial annex in 1876, and in 1893 it was a miniature World's Fair.

Many rare and beautiful things later exhibited in Chicago were first shown at Wanamaker's, among them a remarkable portrait in damask of Columbus, woven in the

Linen Department on a loom sent from Prussia for the purpose.

The famous painting, "The Conquerors," showing the great conquerors of the world, riding over the prostrate bodies of their victims, which had been the sensation of that year's Paris Salon, was added to the collection of fine paintings, among which it still ranks as one of the most impressive.

Wanamaker's was the first store to give due recognition to home products—and on January 2, 1894, it announced:

"We will put our organization at the disposal of Philadelphia manufacturers to distribute Philadelphia-made goods, of the grades we sell, whenever we can get back the bare cost."

Prevailing dull times occasioned this offer, which was eagerly accepted by many an overstocked manufacturer.

Rarely have dull times interfered much with the progress of these stores. As someone once said, "Wanamaker has murdered dull times"—a far better thought than that which connects Macbeth with sleep!

An exposition extraordinary of the monarchs and beauties of the world, such as had never before been seen in America, was opened on Wednesday, March 7, 1895. While large paintings predominated, there were of exquisite miniatures alone between five and six hundred.

In October of 1895, the approaching prospect of a store large enough for the growing business was thus voiced in a signed editorial:

"That we need a larger and better building than this strong old patch-work structure, which people feel so

much at home in, is quite true, but we do not know how to get it while the flocks of people are coming and going from morning until night. Since last spring we have expended in improvements over \$64,000, which in itself is enough to build a good-sized dry goods store."

That this was not a fancied need may be gained from reviewing a few store figures for 1896, when in January \$224,000 worth of furs was placed on sale at one time; in May five carloads of women's shirtwaists were delivered to Wanamaker's in one order; in September 48,000 linen collars for men and 4000 pieces of plated silverware were offered, and in November twenty miles of new and pretty ribbons were advertised.



RESIDENCE AT LOGAN, PHILADELPHIA, ERECTED 1736
Used as Cornwallis's Headquarters in the Battle of Germantown.

CHAPTER XVI.

ON September 29, 1896, came an announcement that surprised the whole buying and selling world.

The old and famous A. T. Stewart business in New York had been bought and was to be made a part of the Wanamaker System.

The immensity of this transaction, which was made with as little flurry as usually accompanies the opening of the front door, and its meaning to prevailing mercantile conditions were set forth as follows in the editorial columns of the *New York Times* on November 19:

“Within the last 45 days stocks aggregating at retail value \$3,000,000 have been gathered for this New York Wanamaker Store—the combined stocks of the Philadelphia and New York stores today amounting to \$6,850,000. The revival of this great business meant work for facto-

ries that would otherwise be shut down; meant occupation for thousands who otherwise would have been idle; and it means that in the face of all the grumbling about hard times there has been one man so well convinced of the renewal of prosperity that he takes unto himself a duplicate business of one whose astonishing proportions would stagger the average merchant."

In 1896 came the founding of the John Wanamaker Commercial Institute, an educational force still unique in the history of storekeeping, and one that has grown with the years until it deserves the space devoted to it in another part of this Golden Book—the chapters on EDUCATION. To unnumbered thousands Wanamaker's had long been a school, and now it was to become a veritable university for the members of its big family.

Celebrating the Twentieth Anniversary of the move to "Centre Square," a signed editorial printed early in 1897 said:

"A large slice of our little fortune was lost in establishing this new system of business. Slowly, very slowly, our plans unfolded, and gradually other stores, one after another, began to take our unpatentable forms and principles. We are glad to see what are termed 'Wanamaker Innovations' creeping into the general store-keeping of the nation. Instead of hurting the business of the city, as many predicted, the large stores grew larger, and the small stores greatly increased in number, as is apparent to any observer."

The closing days of 1897 brought an announcement almost as interesting to the public as to those directly concerned.

"Every cent of profit on the excess of the whole month's business over that of December, 1896," it said, "shall be set aside for division among our salespeople.

"This is not profit-sharing nor an eking out of salaries, for salary lists here are the one thing we are liberal with—it is actually turning a lively business over to the benefit of our helpers for a part of the days."

This was not an idle offer, for that December's business in the Philadelphia store distanced any previous month in the Wanamaker history, the sales-slips Monday before Christmas numbering 94,658—some of them holding as many as a dozen items—and 36,616 parcels being delivered in one day.

FORWARD MARCH was still the order of the Wanamaker day.

And while the soldier-boys were gladly answering the same order in 1898, when Cuba's call for help was heard and heeded, Wanamaker's did its part by supplying linen for the transport service and heavy white duck for Marine Corps uniforms, and by keeping on full pay all of its employes who enlisted in the United States service.

Then, when the women of Olympia, Washington Territory (now a State), wanted to show Admiral Dewey how they felt about his brilliant exploit in Manila bay that had changed the world's map, they turned to Wanamaker's for the superb set of table linen given him for a Christmas present.

It was made of the "very finest plain satin damask that could be purchased," and the *Weekly Olympian* said: "Mr. Wanamaker is the only man who was allowed to contribute, which he did by letting the ladies have the goods almost at cost."

The Philadelphia store's progress in 1899 was marked by another revolution—this time in the field of music.

It was a piano war.

Just at the outbreak of the American Revolution in 1775, John Behrent had built in Philadelphia the first piano made in this country.

Not long afterwards the first man to receive a United States patent for a piano improvement built here the earliest American piano factory, and until 1836 this city was the national center of the industry.

Into the retail branch of this industry now entered the Wanamaker Piano Store with its iconoclastic methods.

Until April 15, 1899, such a thing as a fixed price for a piano, marked in plain figures, was rarely known. On that day the Wanamaker Store entered the piano trade flying this banner:

One price to all; no favoritism; the lowest possible price; and music in as many homes as possible.

Of course this caused consternation among piano dealers who had not sensed the spirit of the times—the “Zeitgeist,” as the Germans call it.



CLOCK TOWER
15th & Market Streets, Corner of
the Old Wanamaker Store,
Philadelphia, in 1901.

But the new system quickly justified itself, and now nearly all piano trade organizations have adapted themselves to this particular brand of fair-dealing that has made the Wanamaker piano business the largest in existence.

Official recognition of Wanamaker business methods as original and epochal was voluntarily bestowed in November, 1899, by the *Dry Goods Economist*, which said:

"Few developments of the latter portion of the present century are more remarkable than the change which has come over the methods by which the products of the mill and factory are placed in the hands of the consumer.

"The method of conducting a retail business has been revolutionized, and the retail merchant, the storekeeper of today, has no more affinity with his forbear of forty years ago than the incandescent bulb has with the tallow 'dip.'

"The credit for originating and first adopting many of the modern methods of retailing is claimed—and justly, we believe, it will be generally admitted—by John Wanamaker."

"Modern methods of retailing" were being reinforced by ultra-modern methods of dealing with employes and helpers, as witness the sending of the store boys to a sea-shore camp in the summer of 1900—the first time such a thing had ever been done.

This marked the beginning of an epoch in the Wanamaker Store's educational side, which is described in detail elsewhere.

The Silver Anniversary of the New Kind of Store (dating from the Centennial opening in the old Grand Depot in 1876) brought forth this retrospect, which

formed an editorial written by the Founder in the Philadelphia Store's advertising on March 11, 1901:

"This store today is itself the best Essay on Business that we are capable of making (Thus far)."

"The first chapters began with the fixed purpose of finding and founding a more worthy, honorable and upright Commercial Standard."

"The past 25 years formed 25 full chapters, all stereotyped and in sight like a book, always open to the people for attentive, frequent, critical reading and study."

"There is only one Best, and the approach to it is not by guesses or jumps."

"What we have done is not nearly as well done as we intended, nor done as well as we hope and believe it shall be."

"Some may see but little of the labor of years where it has most to do with foundations."

"Be it remembered, however, that certain well-considered ideas and principles, set in operation here since 1876, have been well proven to be of successful application to general business."

"And further—we have become a Chart and Compass to thousands of business men in regulating the helm of conduct of business affairs."

"Any man—in any age—may be both content and thankful if able only to point the way."

Later in the month was written:

"And what of all this 25 years' work along new lines? It is only fair to say that it must be apparent that whatever good may have come to individuals who have profited through large businesses of storekeeping it is altogether insignificant when compared to the good brought to the people as a whole."

As a farewell for that Silver Anniversary month came this advice to young men, from the Founder:

"While I am not attempting to instruct my seniors, there are *young* men I might possibly help to success. Positively I would like to do *that*. Why not?"

"Is not the world large enough for us all? To have forethoughted the consolidation of many stores under one roof was not so wonderful. Better always watch what is in the air. The old Depot store, that was once thought so big, is but a shoestring compared to the plants of the Standard Oil or the Federal Steel Companies. 'The sun do move,' old black Uncle Jasper insisted. Why should not individual ownership be permitted to grow peaceably and equally with industries that are bunched into trusts?"

"Do let us think and talk plainly. Pick at the big stores if that pleases you, and if you have the time to give while others work—and, if you choose, tax them next door to death. What is the use of the farmer storekeeper growing because his cow cannot trot like a horse? Or why throw away your pen-knife because it is only half pen and won't write? But we are not going back to hand-loom weaving or the use of cobblestone pavements in America."

"Rather let us ballast our boat, balance ourselves, and pull out to the open sea where there is room for all. There is much more success winable for those who go after it in the right way than ever before."

"Step forward with a clear head and use your will-power early in the morning. Say good-bye to wobbling. You can learn a great deal with your eyes that is not to be found in books. If you mean to be a merchant or if you are puzzling over what you will be, feel free to spend as much time as you like, whenever it suits you, especially these Silver Anniversary days, in studying the store and finding out how it provides for Philadelphians."



THE OLD WANAMAKER STORE, PHILADELPHIA
Chestnut Street Front, as it appeared in 1898, showing the Arcade Entrance.

CHAPTER XVII.

FEBRUARY 22, 1902, must always remain a shining light in the history of this unique Industrial Endeavor that has helped to revolutionize retail trade throughout the civilized nations.

On that day—the 170th anniversary of the birth of Washington—was turned the first spadeful of soil to make room for the foundations of what is now the largest, strongest and safest store building in the world.

Following a Wanamaker innovation now standardized among builders, work on the first section of the new store in Philadelphia did not interfere with business in the remaining three-fourths of the old square of buildings.

Guided by the Founder's right hand, the first steel pillar was set in place July 11, 1904, and the following year saw the first section of the tall granite building completed and occupied, while work on the second section was going on.

That was the year of the World's Fair in St. Louis, commemorating the purchase of Louisiana from France in 1803, and the Wanamaker Store's part in the wonderful exposition was acknowledged in the following telegraphic message received the day before the opening :

John Wanamaker, Philadelphia: The Louisiana Purchase exposition opens tomorrow, with every principal building completed, and with more than 90 per cent. of the exhibits in place, a record of advancement upon the opening day unequaled in the history of anniversary expositions. The publicity which you have given in the home of the first great Centennial celebration to the Louisiana Purchase Exposition, which is the latest great centennial celebration in the life of our common republic, is cordially appreciated.

DAVID R. FRANCIS,
President.

A fitting echo of the seventeen guns fired in Centre Square—part of the store's present site—to celebrate the Purchase in 1803!

In the same year, General Kuroki, commanding the Japanese army in the war with Russia, replied by cable as follows to the store's query as to the secret of Japan's military success :

TOKIO, May 10, 1904.

Wanamaker, Philadelphia:

Success our army due loyalty, patriotism; thousand thanks.

KUROKI.

Another notable Wanamaker event of 1904 was the showing in the Philadelphia and New York stores of the marvelous new metal, radium, then newly discovered. This was the first exhibit of radium in the United States.

In 1905 came a most important advance by the Mail Order Bureau—the inauguration of continuous telephone service night and day. This was the first store in the world to take such a step.

On Saturday, December 2, 1905, at 23 minutes past 11 in the morning, Mr. Wanamaker personally set in motion the power plant of the new Philadelphia Store on Ludlow street near Thirteenth, and on December 20 “The First Christmas Illumination of the New Wanamaker Building” was the theme of this signed editorial:

“Compare, if you can, the old freight station’s miserable gas lamps with tonight’s mighty blaze of electricity shining from the 363 windows of the little section of our new building on less than one-fourth of the block at Juniper and Market streets.

“Picture, if you can, how the whole place will look when the other sections are completed.

“Back of the light—*electricity*.

“Back of the electricity—*dynamos and engines*.

“Back of the dynamos and engines—*MIND*.”

The opening of the first section of the new Philadelphia Store in March, 1906, was celebrated with a gathering of the Wanamaker business family, whose members were addressed as follows by the Founder:

This day is a notable one in our history. Many of you have as much pride and pleasure in it as I. I mean all those who have stood together with me from the first in working out the plans new and large for this business. From the bottom of my heart I thank every one of you for the honest endeavor and heroic effort you have put forth to make possible this hour of victory.

"What did you do at the Battle of Waterloo when the conflict was on?" Dr. Cook asked an old gunner. "I stood by my gun," the soldier replied.

Right nobly have you stood by the guns, fighting for a new system of mercantile business. Ravens and croakers for years flew along Juniper Lane, but the Lord God of Elijah still lived and never failed to feed and lead amid many discouragements.

The ideas underlying this business date back forty-five years. They were hatched out of an experience down Market street, on the spot where the old Schuylkill Bank failed. The first undertaking built its nest in a corner box, not larger than the chicken coops of the Old York Road country seats of these days.

The beginning was but a spool of thread such as the first wire bridge began with at Niagara Falls. One string carried another always heavier and stronger until the great steel cables were over the Rapids to hold up the massive structure, then the most famous bridge in the world.

Where we stand to-night, the old mules of the Pennsylvania Railroad Freight Department were the motors that did the pulling and hauling from 1853 to 1874. A plucky individual turned out the old sleepy streams of beasts in 1874, and demolished the unsightly sheds the first week of 1876, and before the end of April the Centennial Exhibition had a rival in the store that had been created in less than four months.

The wonder of Philadelphians when they woke up to find that they had a store as big as a great Pennsylvania Railroad Depot with an entrance through a Chestnut street brick house of an old colored man (bought to be pulled down to make passage-way direct to Chestnut street) was as great as the wonder of the visitors to the Centennial Exhibition.

But marvelous as that store was—at least hundreds of thousands of people said so during the Centennial

year—it was still only a little thread, pulling after it in 1877 great cables of hard-twisted mercantile invention, intention and initiation, entirely transforming the place into the Grand Depot, the first New Kind of Store.

This carries us back to 1877, our first business 12th of March. There were crowds of people lining up along Market and Thirteenth and Juniper corners those days to see the new thing go to smash—but it did not. It was a stubborn thing, full of vitality and totally unkillable. Instead of going to pieces, it grew steadily and rapidly into the public confidence, and became a great public necessity. This locality, condemned as too far west, soon became the city's favorite shopping place and a public thoroughfare. Independence Hall was the only other City building as popular as the Grand Depot. Now, like Thomas Jefferson's house where the Declaration of Independence was written, it has to be snuffed out to give place to a new structure demanded by the people.

Whoever thought that we could be so wedded to these old sheds and rafters under which we lived happily so long!

How hard it has been to see them disappear!

Yet it is the lesson of centuries that we must learn.

The old must go and the young must step into their shoes.

In the old French castle at Pau, the huge turtle shell used as a cradle by the mother of her kingly son Henry of Navarre is still to be seen.

The little left of our old patchwork structure shows the cradle in which for thirty years we have rocked a growing giant. To-night, entering upon his young manhood, you have come to escort him to the corner gateway of his new lodgings wherein he may continue his growth.

Mushrooms grow in a night; so do graceful willows; but not banyan trees whose roots reach down to the deep rocks. This business banyan tree sends its roots into the

water and the rocks and lifts its head high up to the light.

This very same Twelfth day of March, thirty years ago, witnessed the installation of a new order of business in Philadelphia.

There are none who can say that there ever was in this or any other city a store like the one we established. Truly it was a great day for Philadelphia and the United States. In observing the date of the founding of the store, as is our annual custom, and in formally opening to our employes the first section of their new business home, we are holding a double celebration.

The erection of the first section has been slower than anticipated, owing to failures of contractors, labor strikes and unexpected delays beyond the power of the owner to overcome.

Section two goes forward much faster, and next year will witness the last section well upon its way.

To conduct a daily business of the magnitude of ours, and have it grow and grow while we erect a new building on the same old site, requires skill, patience and resourceful endeavor.

Your always happy, contented, confident faces before me to-night and in my eyes every day as well, furnish much of the needed inspiration.

A delegation of our good people from our New York Store joining us tonight adds much to our satisfaction. Their Chief, Robert C. Ogden, your old fellow-worker here and my old associate and much loved personal friend since 1861, is at their head.

It is an honorable company of New York's young merchants and business women who come to us from the old A. T. Stewart Store. To that historic store is now added the twin building of fourteen stories on the next block from Ninth to Eighth street and from Broadway to Fourth avenue. The Sub Station of the Interborough

Underground road is on our property, useful to our employees as well as to our customers.

I do not believe there ever was convened anywhere in the world such an assemblage as this—the entire staff of the active business people of the one business conducting the two great business warehouses of the two largest cities on the Atlantic Coast.

The New York delegation represents almost as many more as our numbers in this city and the maximum is over 12,000 mercantile workers. It is known that no business house on the face of the globe can make such a showing unless it be for advertising purposes only.

To me it is a great honor to be connected with such a host of honest, courageous, cheerful, intelligent, ever-growing men and women intent on higher education in order to live forceful lives and fulfill the truest function of private and public life.

Most assuredly, there is something greater than a fourteen-story granite building.

I stand in the presence of that greater object tonight when I stand here looking out from this platform upon this assemblage of strong men and wise women, who by honest purpose and holy endeavor are building great and noble lives.

Surely a man may be immensely greater than the greatest granite structure that can be built.

To these grateful and gratulatory words permit me to add something I have wished to say to you when the proper occasion offered, touching the foundations of individual life-building.

The tearing down of our old building and the construction of a new building going on in our thoughts as well as under our eyes, would naturally become an object lesson applicable with profit to our individual lives.

Many persons expect to make much of their lives, yet go about it in a purposeless fashion.

Others have come into the store-life only "because they had to have something to do."

They have nothing special on the business anvil and only strike it at random.

To be as practical as possible, let me say that I believe that a life-building begun without definite plan ought to be torn down forthwith and a new structure begun, not upon speculative lines, but for a distinct and definite purpose.

The gauge of experience and the levels of capacity should be applied to the squaring of the career to be entered upon, as well as to the probable effect of occupation in determining social position.

To be a thorough business man or business woman requires an education and a course of at least four years in a school of practice to enable one to earn a fair living.

Clergymen, doctors and lawyers belong to what are classed as the learned professions. A scant recognition as such is also accorded to architects, engineers, etc., while commercial men and business women have no such standing.

A lawyer who never held a brief, admitted to the bar on a two years' course of study, and a clergyman who never graduated at any college and was never called to active church duties, outrank a business man or business woman who has taken a four years' course of study and apprenticeship in a school of practice and has entered upon the practice of their learning for usefulness and livelihood.

There are those who seem to think that the Maker of Men ordained that there should be three classes of people on the earth, and that two high mountains and the low valley between put them in their proper places. On the one side the higher mountain peak stands for the leisure and idle classes, proud of never having done a day's work and boastful of inherited name, title or estate. The

mountain rising up on the other side stands for the professional class, with a caste all its own. The valley at the foothills fixes the proper situation of the men of the mill and the mine, the field and the forge, the merchant, mariner, mechanic and master of invention, the Amos Lawrences and Caleb Copes and the Marshall Fields, the Ericssons, Stephen Girards, the Marconis, Teslas, Edisons and Corlisses and the mighty host of the world's real toilers, and between these three classes a great gulf is fixed!



STEPHEN GIRARD
1750-1831.

It is a fact that a considerable number of educated young men, members of a young men's society of a prominent church in Philadelphia, debated recently, seriously and long, the question whether a Christian life was possible to men and women engaged in mercantile business.

A negative decision of the question *par conséquence* covers the face of the earth with heathen resulting from a certain kind of employment.

It becomes interesting to institute a course of inquiry as to exactly what a business or commercial life is and ascertain in what respects it prevents the proper development of the individual and endeavor to discover, if possible, what relation such employment bears to professional life and society in general.

Just where and how are the lines drawn between God's children placed upon the earth interdependent on each other to earn their bread? Who gives the patent of lordliness and exclusiveness?

The sacred obligations of our homes, the requirements of education, the cultivation of special mental gifts, the claims of philanthropy and religion and the discharge of the citizen's duty in bearing a fair share of taxation and

citizenship, demand that every man and woman must work and do his or her part in one way or another.

Who confers authority to sit at the Church gate in judgment of men's fitness for the Kingdom by their occupations?

What else besides skill and education creates a distinction between the man who uses a scalpel and the man who uses other tools to work with?

It is fair to say that the clergyman, doctor and lawyer are often moved by other incentives than money compensations, and that they have relations to communities and governments of a public nature, but the fact is established that orations and operations, surgical and legal, command the largest kind of fees, and that the field of influence and beneficence of merchants, manufacturers or foundry masters create parishes larger than those of the lawyers, doctors and of the vast majority of clergymen.

In this age of the science of business, the merchant must be a close student of protection, free trade, factory systems, banking, currency questions, co-operation, laws of contracts, textile education, textile machinery, social service, United States Treasury regulations under tariff laws, fire and marine insurance, architecture, mercantile laws, import laws, consular laws, shipping laws, origin and product of raw materials throughout the world, new processes of manufacture, opening of new countries like Japan, China, Russia, Korea.

One day General Grant, in looking over a large store, said to George W. Childs that a merchant able to manage such a business possessed all the qualities of military generalship.

Quaint old Thomas Fuller said a good merchant is one who by his trading "claspeth one country to another."

Emerson long ago taught that some form of manual skill and practice of some form of manual labor were essential elements of culture.

President Eliot, of Harvard University, declares that

this idea must be accepted in the systematic education of youth.

Our Mr. Ogden says that he heard President Eliot say that business will eventually be properly classed as among the learned professions.

There seems to be an electric wire running through the years to where I stand that gives to me a sensation of mental and bodily vigor. I can see a white lantern swinging before me. The broad principle underlying the foundation of this New Kind of Store has become the American system of Commercial Life applicable to all business as well as that of retailing. It is a system that recognizes and stands for the rights of buyers not waived by the payment and delivery of the article purchased.

And further, it grants a title to all employes to fair wages and an adjustment at regular intervals upon value of work done. Further, still, it insures education and practice to enable the earnest and diligent to rise in their positions.

This New Kind of Store, as it was soon termed and quoted everywhere, came to life at the cry of human need.

There were good points as well as bad points in the practice of business fifty years ago. The new basis originated here, belongs to us, though it is unpatentable, and the right to the honor and pride in its introduction as a whole is irrefutable and impregnable.

What a profound change it has made in the city, this neighborhood, and the methods of commercial life everywhere!

This business met customers with conveniences as their rightful due, and not merely a courtesy. It rehabilitated the people in their rights by the new system then instituted.

It recognized a purchaser at the store as a kind of partner in a joint business transaction, entitled to the

return of the money, upon return of the goods, as a matter of justice and not as a favor. Previous to the advent of this store, it was hardly possible to get anything exchanged, and dry goods cut from the piece could not be exchanged at all.

It gave to its employes a new standing by recognizing a social duty to them as employes, and requiring from them no concealments in the performance of their duties to customers.

No marks or labels were allowed on merchandise that were not genuinely true. This course actually reduced the price of goods all over the city (to cost in many large stores) the day this store opened its doors. Three stores clubbed together soon after the store opened to raise a boycott against our getting goods to sell. They rebelled against our "ten per cent. profit, large sales and no lies."

The advertising of the store revolutionized advertising by its plainness, straightforwardness and reliability.

The Scotch built a strong chain bridge. A Frenchman copied from it and built a similar but airier one over the Seine. The middle bolt was omitted as clumsy and unnecessary, and the bridge collapsed on the first day of its opening.

The middle bolt of this new commercial bridge is integrity in all transactions with makers of merchandise, buyers of merchandise, and justice and education to employes as an extra bolt. The bolts are still in. And they hold firmly!

It is a part of the history of the business that some years ago it made a division of profits to the employes, and later adopted a regular system of half-yearly advances of salaries upon their working records and a bonus upon the sales of the month of December.

It established an Insurance Association, with three classes of sick and death benefits, which has distributed

since its formation, June 21st, 1882, almost half a million dollars.

1st class cost \$5.90 a year to each individual.

2nd " " \$2.90 " " " " "

3rd " " \$1.34 " " " " "

3) \$10.14

or \$3.38 on an average per year.

It established and maintained at the expense of the founder of the store a pension roll, upon which the aged and disabled receive half pay, and in some cases more than that.

It established and still maintains the Annie McDowell Circulating Library, containing 4100 volumes, for the convenience and saving of time of employes.

It maintains a Saving Fund for employes, with inducements to save.

The Building Associations instituted and managed by our employes are most successful methods of saving.

This store organized its schools upon their present practical basis six years ago, not as an advertisement, but as a clear duty to its young men and boys, and they have become a function of the store, in which six thousand and four persons have been students. It is a quite effective and greatly prized work, of which there is no publicity except at graduations, when we are obliged to go outside of the store for a place to hold the Commencements. The Diplomas of Graduation then given are of great value as recommendations to those removing to other cities. It is an inherent part of the store system that there is a social service due from the employer to the employed, full development of which has not been possible in the old buildings, which require the halls and recitation rooms being provided in the new building.

Education for industry is the wider, broader work of

equipment due to employes, who are in more than fifty per cent. of cases without definite technical knowledge for best earning power.

Compare the life of Dry Goods Assistant nowadays with what it was generally before this store opened and you will realize the encouragement to do still better things.

It seems to me that a tremendous responsibility rests upon employers toward their intelligent, painstaking employes, who spend their lives year in and year out under the same roof. The originality, personality, initiative and inventions of methods and easements of mercantile life are intangible influences; but they exist and are felt, though they may not always be definable in words.

No ship sails without a compass. The Pilot and the Course are guided by it, and the ship moves safely, though the passengers are unconscious of the controlling power.

Two Bishops were passing through a magnificent cathedral in the old world. One of them said to the other: "When I look far up into this lofty structure I feel so little, like a small sparrow." And the other one said: "And I, as I see its vastness and beauty, I am filled with exaltation, and feel as if I could fill the whole building."

With some such feeling as this I go about looking at the plans of what we are doing, feeling myself to be in a great cathedral of magnificent opportunity, and when I look at you who assist me I feel that I can fill the whole of it.

Other steps forward in 1906 included the hand of help held out to crumbled, burning San Francisco; the installation of 2000 telephones throughout the various store departments—and the opening of the splendid audi-



MR. WANAMAKER, I know well the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done.—*Hon. George B. Cortelyou, Secretary of the United States Treasury, at the opening of the New Wanamaker Store, New York, 1907.*



I REMEMBER being taken as a child to the first Wanamaker Store soon after its founding, and I have watched its development from that day to this. No Pennsylvanian is prouder of the success of this man to whom we are indebted for this great institution than the one who now stands before you.—*Hon. Edwin S. Stuart, Governor of Pennsylvania, at the Cornerstone laying of the New Wanamaker Store, in Philadelphia, June 12th, 1909.*

torium of the New York Store in November. For the application of Wanamaker principles to the rejuvenated A. T. Stewart business soon made necessary the immense structure now connected with the original Stewart building by enclosed bridges and tunnels.

That same year the new Wanamaker building in New York was opened, with a banquet to the press of the country. It was a noteworthy affair because of the character of the guests—who numbered among them a representative of the National Government, the Secretary of the Treasury—and the quality of the speeches; and it was one of the few occasions in the annals of the American press when its representatives from all sections were bidden to gather at one board.

Hon. George B. Cortelyou, Secretary of the Treasury, said:

“It is especially gratifying to me, as a New York man, to be present at the dedication of such a building as this, so splendid in its proportions and so complete in its equipment. It is not those of us who are at all times resident here, but those whom duty, for a time at least, calls to other places, who realize more the deep significance of the completion here of a new mammoth structure, for the launching of a new business enterprise.

“New York has grown to be so big in wealth, manufacture and trade, and buildings—better still, in those enterprises which have for their end the moral uplift of the citizen—that those of us who, for a time, are away long enough to notice the tremendous changes, cannot but marvel at the commercial activity and industrial energy.

“The erection of your great buildings, housing under one roof many times a population equal to the average of our American cities and towns, and your grit in liter-

ally forcing them into the skies, gives evidence to the world, in their numbers and their accomplishments, of the varied activities in which you are engaged.

"These victories of commerce call for high courage, courage to plan broadly for the future, courage to work out steadfastly the plan to the end. Pluck and persistence are attributes of American manhood, and the American merchant typifies those characteristics. No road is too hard for the American business man to travel, and no obstacle great enough to stop him as long as he sees ahead of him work to be worthily done. Back of him, sharing in his successes, not envying him his just reward, you find the thousands of employes, the great army of American wage-earners, the best paid body of men and women in the world.

"Mr. Wanamaker, I well know the story of your eventful life. My grandfather, Peter C. Cortelyou, was privileged to know intimately that high-minded philanthropist and splendid ornament to the profession of journalism, George W. Childs, who was in your early struggles your sturdy friend and staunch supporter in the days of storm and stress.

"To you, and to others in this city and throughout the country who have erected these great Temples of Merchandising, we can in good faith extend our heartiest congratulations, and I am particularly pleased because of the earlier associations, and because of many coincidences of our meeting here together this evening, to have had the opportunity of joining you with your friends here and witnessing this new evidence of your enterprise and public spirit."

Mr. S. S. McClure, editor of *McClure's Magazine*, spoke, in part, as follows :

"I think I have heard of John Wanamaker the greater

part of my young life. I remember in 1876 visiting Philadelphia from Indiana, visiting some old uncles there, who told me about this wonderful man.

"John Wanamaker is the best advertiser in the world. He is the best advertiser because he is an honest merchant. He is an honest merchant because he is an honest man. Behind the advertisements are honesty and ability of the first rank. He has not succeeded because of his advertisements, but because of the qualities of mind that enabled him to produce these advertisements. He is the foremost merchant of our time.

"Mr. Wanamaker is a great artist. All first-class institutions are founded only by great artists. There is no other way to found a great institution than to have inside of it a great man who is a great artist.

"When we looked at those pictures downstairs and saw one thing after another revealed, I simply felt faint in front of a brain so colossal as to be able to know how to select the best men, the best experts in so many different fields of knowledge. I realized that we were in the presence of a remarkable mind, and to understand this man we must rank him simply as a great creative artist.

"If Mr. Wanamaker had not been a great artist he could never have founded this unique thing. This is not simply a department store—it is the expression of a great mind in a department store.

"The thing that tonight interested me most, after this marvelous expression of ability in knowing how to get to the ultimate perfection in so many different directions, the next thing I thought most about was his school for those of his young men and women who worked for him. His great establishment is actually a school in which those who have not had opportunity in their youth to learn receive what is equivalent to a public school education. They are trained and they have a chance to grow strong and to improve their health. Much that I have learned tonight has been to me a wonderful revelation. This has

been one of the most interesting and profitable experiences of my life—to find such a wonderful expression of a great human soul.”

Dr. Joseph F. Johnson, Dean of the School of Commerce, New York University, said :

“I lived seven years in Philadelphia, and I set down Mr. Wanamaker as being a great civilizing force from the economic point of view.

“You have heard me introduced as the Dean of a School of Commerce. Ten years ago there was only one school of commerce in the country—in Philadelphia. Now the universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing. This business is to me an object of scientific interest.”

Dr. Talcott Williams said :

“A great Golden Rule has been established in business, which I first saw expressed in an advertisement, written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.

“The big contribution which Philadelphia has made to all stores began in the discovery of the Friends, who founded Philadelphia, that one price was truthfulness and that truthfulness required one price. We have grown so familiar during our lives with one price that we do not understand that over the great mass of the world every sale and every bargain is a tissue of mutual mendacity, and when the Friend first saw in England and in London and in Philadelphia that the way to do business



THE universities in this country know what is going on in the Wanamaker Stores. Just as they make studies of plant life, or of the stars, so our universities are devoting scientific attention to what Mr. Wanamaker is doing in his stores.—*Dr. Joseph French Johnson, Dean of the School of Commerce of New York University, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.*



A GREAT Golden Rule has been established in business, which I first saw expressed in an advertisement written by Mr. Wanamaker, that no bargain is worth having unless it satisfies both ends of the bargain and leaves both with a profit.—
Dr. Talcott Williams, at the Banquet marking the formal opening of the New York Wanamaker Store, September, 1907.

was to say what a thing would be sold for and never vary from it, he laid the foundation for much more than business, for on one price is based all the success of a business of this character. Through one price it is possible to adopt the practice of the return of every kind of merchandise.

"But much more has been accomplished than merely the introduction of new principles in trade. Incidentally, the whole level of truthfulness in trade has been raised. If there is a one-price, it is unnecessary to be bargaining or jobbing or huckstering, which is still the rule of trade in Southern Europe. It becomes impossible to give false representations to a customer if each article is liable to come back when the customer has examined it.

"Those principles we are all learning, and they are permeating American trade and commerce. They are coming to be the rule, so that over an entire continent, for the first time in history, it is possible to sell to ninety millions of people by sample, and this means much more than trade, much more than the diffusion of commodities. It means that the rising tide of truthfulness is felt by a nation and that its very trade is laying the foundations for its moral nature.

"If, for half a century, a man has grasped the great principles that underlie the whole pursuit of happiness and increase of prosperity, in a system which puts a premium upon ideal truths in every label, in every utterance and in every transaction of a great store, then that man has done much more than teaching. He has set in motion great forces which enter into the life of a nation and are to live after him. That is the service which has been done, whose acorn was planted in the State where he lives and from which I came today, by the Friend. Other great services that State has rendered. There began there in Philadelphia the assertion of complete religious liberty; there was written there the great charter of our liberties never to be forgotten, and there began there in

the hands of the Friend and developed by our host of this evening the principle of truthfulness in trade. And when history finally comes to write the influences and effect of the causes which make that nation toward which our hearts yearn and which we like to contemplate, that great American nation of the future in which every ideal and every purpose which we cherish here tonight shall have blossomed and borne fruit in the complete success of ever-green liberty, I believe that the history of the future will name this discovery, this application, this practice of a lifetime, as one of the important causes which has raised the moral sense of a great people."

The New York Wanamaker business is fully described in a later chapter.



*Exterior, First Floor Market Street, of the Wanamaker Philadelphia Store
Just Before Dismantling.*

CHAPTER XVIII.

LARGER than many a prosperous, thriving little city was the Philadelphia Wanamaker Store during the Christmas rush of 1906. The store population on December 20 reached the unprecedented figure of 7060. In 1910 it was 7400 in Philadelphia and 7300 in New York.

During 1906 and 1907 rapid progress was made with the great new Philadelphia building, new floors and sections being occupied as soon as finished, and in September, 1908, the tearing down of the old Chestnut street structure was begun.

Meantime, on June 4, 1907, came another parade of the Wanamaker delivery service—a showing of transportation facilities that aroused the enthusiasm of thousands of spectators.

Close observers who watched the long line of trucks



ARCHITECTURAL DETAIL SKETCH OF CORNICE, WANAMAKER
STORE, PHILADELPHIA.

and wagons noticed that not a whip was to be seen. It is a Wanamaker rule that whips shall not be carried on any store wagon. The whip is a relic of savagery.

In October, 1907, the Wanamaker Store emphasized its up-to-date-ness by being the first in the world to receive Marconigrams—wireless messages—for transmission—and now carries on the roofs of both its Philadelphia and New York stores fully equipped Marconi stations.

Already, for several years, the store had housed among its manifold conveniences a government Postal Sub-station—a regular branch of the Philadelphia Postoffice.

That year—1907—also ushered in the first of the American Composers' Days (told of elsewhere), and the opening in the new store in New York of the "House Palatial," a novel and costly educational feature which brought forth columns of comment and commendation from newspapers in the metropolis and nearby cities.

The year 1908 brought the opening of the main Subway station on the line of Philadelphia's model underground railway, and, as a matter of course, this station was at the Wanamaker Store. Prepared for so notable an advance in transportation was a complete section of a city street, many feet under the pavement, with bright shop-windows and artistic entrances to the store.

On February 8, 1909, Mr. Wanamaker guided into position the first steel pillar of the south wing of the new Philadelphia structure, and by October 11 the store had re-entered Chestnut street.

It was not until November 14, 1910, however, that the whole Chestnut street front was occupied and thrown open to the public, and the tens of thousands who then

passed through the central Grand Court could not find words to fully express their wonder and admiration.

In March, 1909, came one of the most novel undertakings ever carried to success by any business—a production of Longfellow's immortal "Hiawatha" in motion pictures made from life on the various Indian reservations by a Wanamaker expedition, with the cordial co-operation of the United States Government.

This prefaced Mr. Rodman Wanamaker's welcomed suggestion to erect in New York Harbor an heroic statue to the fading race of first Americans.



CLARK'S INN
Formerly Opposite Independence Hall, Chestnut St., Philadelphia

CHAPTER XIX.

AT the laying of the cornerstone of the new Philadelphia building, June 12, 1909, the Founder thus epitomized the history and intentions of his industrial career:

"It is an unusual event that brings together today this distinguished assemblage. It has not been uncommon to lay the cornerstone of a Bourse, Chamber of Commerce, or Board of Trade Building. Were all the buildings of this character in Philadelphia combined in one, together they would not equal this structure in size, nor would their purpose be more distinctly fixed for the interest of the public at large, notwithstanding the private interests underlying, which add to the revenues of the city instead of drawing from them.

"I greatly appreciate the honor your presence bestows—officials of the National, State and City Governments,

Members of the Board of Trade and Commercial Exchange, representatives of Financial, Industrial and Educational Institutions, Fellow Merchants and Fellow Citizens—to take part in laying the cornerstone of a classic and costly building, that is not only a mercantile warehouse of greater proportions than any erected hitherto, but is much more.

“This building is a Statute Book of Business Laws and Regulations, now written in stone and bound up in iron, which, having already in large degree revolutionized the retail business of the United States, must now, with the encouragement of its past achievements, continue its mission, with increasing power, to elevate and improve by education and example the life and work of the business forces of the world.

“It is also the habitation of an educational institution that has been in existence for the past thirteen years, by which 5600 young men and women have received an academic and business education in its free schools. Chartered last year under the laws of Pennsylvania, its reorganization and expansion is at hand, with facilities and experience that enable it to train young men and women for business understandingly in schools of practice that are actual and not theoretical.

“Because this new structure, with its foundations on the solid rocks, with the uses to which it is dedicated, embodies more than a mart of barter and something out of and above the common, it is meet and proper that its cornerstone be laid with ceremonies of dignity and meaning and with words of wisdom, experience and hope.

“So shall our business family at this time, comprising upwards of 10,000 persons, be impressed to remember in coming days its responsibility to live up to its high standards, and so shall our friends and neighbors now present be constituted a great cloud of witnesses to check and chide us if in the future there be any lack of loyalty to duty or unfaithfulness in administering our trust.

"Almost a half century has come and gone since the business was first cradled in a small corner of brick and mortar on Market street, this city, where it used for its first strong box a part of the vault of the old historic Schuylkill Bank. It was not a gift or an inheritance from rich ancestors. Those early days were days of little money, large ambitions, loads of ideas, and untiring work. The whole story is told in the two words Ambition and Work. Necessity was the teacher and Labor was the discipline whereby we learned our lessons and prospered.

"A new cradle for the same well-grown baby had to be constructed in 1875 out of the railroad sheds that formerly stood on this block of ground.

"The third stage of progress looms up before us today shaped in steel and granite, a great giant of destiny and of strength and power, wrought to effect by its ideas and intelligent labor the welfare of the city and the business systems of the world for ages to come.

"The immense edifice now nearing completion is not a matter of pride or experiment nor courageous speculation, neither is it for a business yet to be grown and gathered. It has been built as a duty and in partial recompense to the citizens of Philadelphia who have already most generously bestowed upon us sufficient business to warrant its erection, and further, also, as a duty to the numerous and old employes who have earned a right to live in the best, safest, most convenient, comfortable and healthful building we could build.

"Its sanitary appointments and its safeguards from fire or disaster, have been most carefully provided from every human standpoint. It may be safely said that not another such mercantile building exists today anywhere in the world. The dream of its Founder and his sons is fulfilled. Having personally created the business, the Founder and his son, Rodman, are now its sole owners, which ownership is in shares all held by themselves, in

incorporated companies organized only for the future perpetuation of the business.

"Someone has said that we have passed out of the stone age and into the steel age. Certain it is that this is the building age. Great buildings have been and are still being erected for libraries, museums, art galleries, cathedrals, universities, national edifices and for commercial purposes.

"All these buildings signify not only the growth and needs of the American nation, but even more do they represent the forward march of the education and cultivation of the ninety millions of American people, and the foresight of the leaders of thought and culture in the United States.

"It is fair to say that in the last half century probably no greater advance has been made in any direction of civilization than in the science and system of mercantile business.

"This building, of the most substantial fireproof construction in stone and steel, whose cornerstone is to be laid today, is a true expression of this indisputable fact.

"Its size is a splendid and fair measure of the twentieth century enterprise, and its solid and carefully adapted, straightforward lines of classic architecture, seriously and strongly point to the fine lines upon which the new order of mercantile business is now being fashioned and conducted in America.

"But this is not all. No mere building, whatever its greatness or cost, can fully set forth the actuality of mind and heart of its work, giving breath and life and power to everything done within it, reaching out beyond its walls in every direction for good.

"I am not sure that it is possible for me to define both the spirit and the letter of the unseen part of a living force.

"Turner, the great master in color painting, received, through his parents, the sense of color. Likewise,

Thomas Edison, the keenness and insight by which he harnessed electricity and became the benefactor of the human race. Abraham Lincoln was born with the instinct of law and government; Gladstone with the rare gifts he inherited was the first statesman of his day.

"Others there are all along down the whole line of life, who, by invention, like Wright, the pioneer of the aeroplane, Knowles and his loom, Corliss with his engine, Alexander T. Stewart in his power to forecast, assemble and organize; all had visions plain enough to them, though unseen to others, which they worked out to the benefit of the time in which they lived. Matisse and others, of the impressionist school, whose pictures in the Paris Salon this year are so wonderful, have seen colors and forms that some of us never see. It is not given to all of us to see or do the same things, and each must do what is given to him.

"Abraham Lincoln said, in August, 1862, in reply to Horace Greeley's letter, urging him to emancipate the slaves, that his 'paramount purpose was to save the Union.' The paramount purpose of the Founder of this business was from the first to stop the downgrade and fakirlike practices of the mercantile world of fifty years ago, and not only help to save the mercantile profession from lowering its flag, but raise it from the dust as high as any other of the learned professions and occupations.

"The little store down Market street certainly revolutionized the clothing business, with its cardinal points and uniform prices. Its next radical work was when on this spot it established, thirty-three years ago, A NEW KIND OF STORE that was so new that there was not another like it in this or any other city.

"The Pilgrim Fathers did not land at Plymouth Rock with loftier ideals, a more heroic spirit or clearer purpose than that which animated the Missioner of this business, who came to it with a mercantile spirit, but with a firm purpose of making more honorable the profession of merchants as a class.

"This Ship of Trade was the Mayflower of the nineteenth century, in bringing out the pioneers of unbending protest against the old practices then generally in vogue, and introducing the new systems and regulations of the new kind of store.

"The outcome of the past three or four decades has been a general acceptance throughout America of what is widely known as 'The Wanamaker Method.'

"The present occasion marks an epoch in the history of American commerce. It must not be dwarfed by selfishness or narrow thinking, nor must it be warped by lack of sympathy for worthy workfellows, eager to rise if some one shows the way. It seems to be a proper time to set down for the benefit of our own workers at least, and the public at large, who are benefited thereby, the basic principles whereby commercial affairs are rising to a higher plane.

"THE STARTING POINT.

"The community of interest;

"The humanities—not of theory, but of fact in an individual relation to each individual customer and employe.

"Motif—A high and clear ideal with a determination to preserve the balance of fairness between all concerned.

"The ideas underlying the business which has led in the new order of things, and which has grown to such proportions, are specifically

"(1) AS TO THE PUBLIC.

"(2) AS TO THE STORE'S WORKERS.

"Defining further under these heads

"(1) AS TO THE PUBLIC.

"(a) A service exactly opposite to the ancient custom that 'the customer must lookout for himself.'

“(b) A kind of storekeeping absolutely new in its ensuring protection from statements, printed or spoken, ignorant or wilful, in reference to origins of merchandise, their qualities and actual values.

“(c) An elimination of so-called privileges to customers, as privileges, when they border on humiliations, because hospitality as well as the return of goods for refunds or reclamations are *rights* that spenders of money are entitled to as rights, and not as favors.

“(d) Recognizing and practicing the manifest, though unwritten law, that customers are entitled under our system to the maximum of satisfactions at the minimum of cost, for the reason that they pay the usual and ordinary expenses of storekeeping, which are always included in the price of merchandise.

“(e) Securing to each individual dealing with us to the last analysis exactitude of intelligent service and full value for value received in every transaction.

“(2) AS TO THE WORKING PEOPLE.

“(a) An admission as a fundamental principle that workers are entitled to further considerations beyond legal wages, covering their welfare and their education.

“(b) To see that employes are not over-reached or overlooked, and making it possible that there shall be nothing between a man and success, but himself.

“(c) To provide education to employes as the only means of doing what legislation or combination cannot do, the improvement of their earning capacity, and thereby assisting to remove the antagonisms of labor and capital, adding to the sum of human happiness.

“(d) That the education provided shall not include the dead languages or other unuseful studies to the

detriment of the practical and technical everyday work studies that aid in making a better living.

“(e) That the education must at the same time go towards the development of character in order to enable the man to better engineer his life to higher living and greater happiness, as well as to earn his daily bread.

“(f) To keep foremost the observance of the spirit as well as the letter of the laws that govern our business transactions and relations to each other.

“(g) A fixed plan of retirement of employes on retired pay to give rest and recreation to the old and chances to the younger people for promotion.

“(h) A Court of Appeal, chosen by the employes, to hear and adjust impartially any complaint the employes desire to lay before such a court of reference.

“THE CARDINAL POINTS OF THE BUSINESS.

“(1) The assembling and distribution of the best products of the world upon the most intelligent and economic basis.

“(2) The ablest management, most thorough accuracy of service and, because of the fairest treatment of all the workers, from the humblest to the highest, the finest comradeship.

“(3) The life and soul of the business to be its honor.

“(4) That the aim and purpose of the business must always be that as the business rises it must lift every worker with it.

“EACH DAY'S SAILING DIRECTIONS “FOR THE SHIP CAPTAINS AND CREW TO “READ AND FOLLOW EVERY DAY.

“The foregoing states simply and briefly the Wanamaker idea. It is not a mere sentiment. It is the mer-

cantile law in operation towards the people within and without our buildings. It requires the merchant to live and work by standards as high as the clergyman, the physician, and the college professor. It makes the way for the elevation, contentment and prosperity of employes willing to make the effort to help themselves. The Founder has framed it in words that it may form the compass and chart for all who come after him.

"Let nothing sag or fall. Hold fast all we have wrought into the system, and add to it out of the ever-ripening experience, and by all means see to it that no one fails to keep step in the march of progress. Inflexibly it must be step on, or step out.

"ALL can help, but none shall hinder.

"Keep the ship on its keel, and whatever else is left undone, see that it keeps moving in the channels here staked out.

"TRUE AS THE DIAL TO THE SUN."

"The completion of our buildings is in sight. The ability to double and treble the service of our schools and college training is at hand. True business is always constructive. Better than ever we can now instruct and drill an army of young business beginners and do for them what West Point and the Naval Academy at Annapolis does in studies and drills for the U. S. Military and Naval Service. Every individual associated with us must find a place as a learner in order to be equal to the duties and responsibilities now upon us, and to be worthy of being classed with learned men in other professions. The worth of the nation is only to be counted up by the worth of its men.

"A great scientist has said that we can change the nature of a plant by its environment. So can men be thus changed, and the new environment that our building gives offers the finest chance we have ever had for growth.

"There must be no waste of time for friction of forces.

**"MUTUALITY AND MAKE GOOD
MUST BE OUR MOTTO.**

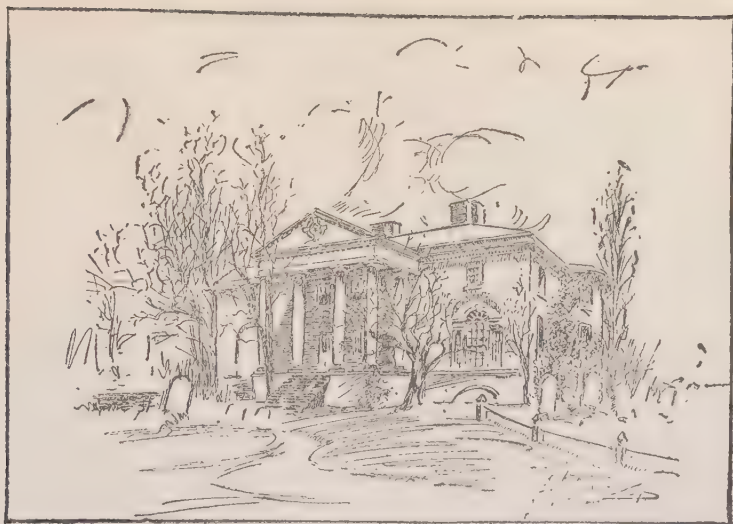
"To make our own rendering of one of Benjamin Franklin's sayings about education: If a man will pour his purse of spare time and opportunity into his head, no one can ever take it away from him or prevent him from being worth more to himself and others.

"We have produced the building and we must now produce the men and manhood to man it. We are sure of our rightness so far; now let us go ahead!

"It is a serious and solemn privilege to have the opportunity at our command.

"In laying the cornerstone today, of the structure far advanced, we are practically to lay the COPING STONE and the CAP STONE, also.

"Let us lay the cornerstone in fidelity to the plan and principles upon our chart of organization, and the COPING STONE as a firm cord of permanent and binding brotherhood, and the CAP STONE in the unqualified honor and undeviating truth to crown and beautify all our work."



"THE WOODLANDS"

The Home of Andrew Hamilton, now included in Woodlands Cemetery, West Philadelphia. The present Mansion was built about the time of the Revolution.

CHAPTER XX.

FLYING machines were put on sale in Wanamaker's in November, 1909, for the first time in any store.

Other important events of that year were the first Competitive Choral Festival and the visit of the Imperial Japanese Commission. Our wise friends from the East had come to this country to study American progress. They pronounced the Wanamaker Store a pace-setter of commerce.

It was in February, 1910, that another important step was proclaimed by the Wanamaker announcements in Philadelphia and New York—the free delivery in all parts of the world of all prepaid and charge purchases of \$5 and over which can be mailed within international postal limits; with a corresponding expansion of prepaid freight and express service.

Saturday, June 11, 1910, was Completion Day, in that the capstone of the finished Philadelphia structure was then set by the Founder.

Standing on the roof, overlooking the full sweep of the city, he put in place the block and the act was followed by these words:

"It seems like a simple thing for us to be standing around just a plain block of granite—the last stone in the structure to find its place, bearing very properly a historic inscription to give a record of what we have done, yet there is half a century of business endeavor, strenuous and constant, that looks down upon us today as we old friends and young beginners stand together for this interesting service.

"Suppose every eye rests upon the stone and you read what is on it. If you can, read it aloud together:

This block, put in place on June 11, 1910, by John Wanamaker, marks completion of this structure, begun April 26, 1904. Cornerstone laid June 12, 1909.

Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.

JOHN WANAMAKER.

"This is a proud day for us.

"I want to say, first of all, that one Hand alone has made it possible for us to have this day of felicity.

"That one Hand planted the forests, built into the hills the stone, laid down deep in the earth the iron, and through all the fifty years—beautiful years of dreaming and daring, but of health and of hope, of struggles and

schooling, years the history of which it would be hard to write—plainly written over all these years, guiding and guarding, is the one signature of the good God, who is interested in us not only on Sundays, but on weekdays—the Father of us all, who cares for what we are doing.

“I want to say to the younger people coming on that it is poor prosperity that is blind to the need of God’s favor, whether we are in business or out of it.

“Into this building are wrought permanently the visions, the enthusiasms, the well grounded hopes and the very spirit, the life work of the man that is speaking to you.

“I want to acknowledge my obligation to you who have been close to me in all these years and helped me, not only those who helped me much, but those that helped me a little. I wish not to forget one, but give you my grateful thanks for all the interest and cheer and courage that I had from you as one that you looked to as your leader.

“In this building we have constructed scientifically a huge body of steel and adjusted it to a noble face, with columns of granite whose feet rest upon the virgin granite rock courses girdling it, laced together and laced to the immovable rock below, enclosing 45 acres of floor space, containing nearly two millions of square feet. This is far larger than any of us ever hoped to have.

“I will not suffer myself to say any aggrandizing words, or boastful words, in what I am saying to you.

“The first noted business building in Philadelphia was the bank of America’s first banker, Stephen Girard. That building is still in its old place on Third street, just below Chestnut.

“Next to that there came a most imposing business building—I am speaking of what is still a famous landmark—the Bank of the United States, the only bank that the United States has ever had, now the United States Custom House, on Chestnut street, near Fourth.

"This notable edifice of ours in which we are meeting has taken its place as a central commanding figure in the city life of Philadelphia. Necessarily, seeing that we were occupying the ground whilst the building was going on, its construction was retarded, but still beyond that the processes were very slow.

"We were not building a building—we were building the best building that could be had because we were to spend our lives in it, and because it was to be a place of interest and visit to millions of people. It was built very slowly in the midst of labor strikes and troubles, but everything seemed to be profitable in getting the kind of a building that, whether we were on the lower floor or on the highest floor, we were equally safe.

"The intention of all the care was to make it safe for its future occupants—that was the first consideration from the beginning.

"It is a fire-proof building at every point, with four spacious towers, heavily walled on the four sides to be smoke-proof, to make access and exit easy though the building should be full of fire.

"Its strong staircases from the rocks underneath us to the very top, and from the roof to the sub-basement, for the use of the public as well as for those of us who work in it, are of stone and iron.

"This construction, this method of construction and plan of construction, originated here, and this is the first example of a thoroughly safeguarded mercantile structure, combining and including as it does the well-organized actual work of a University of Trade and Applied Commerce, chartered under an act of the Legislature of this Commonwealth, for the free instruction of its numerous workers. It has been in operation, actual operation, since 1895, so that this is its fifteenth year.

"More than this, it is a national building, specially prepared to install the home of the New Kind of Store that originated here, embodying the new American mer-

cantile system of retail commerce which has spread over all the world. In this sense and in other senses it is an international building, having commercial relations with the nations of the world.

"There is not, so far as we have knowledge, anywhere on the globe another commercial building of 45 acres equal to this, devoted to mercantile business, conducted upon a system so comprehensive and original.

"There seems to be a little praise of ourselves in that, but you will remember that I am speaking to you something that I shall hope you will care to have, and that you will read and verify and prove to be the fact as I am stating it to you.

"After many rejected plans of the exterior of the building, the one accepted faces the world on all sides with a bold and classic front. It will be unhesitatingly interpreted from the outside as meaning something good and strong.

"But there have been and still are, possibly, noble heads with nothing in them. Therefore, at this new beginning I speak to you today, having in my mind the long future, to ask you to see that there is no discrepancy between our face without and our speech within. The reality must not belie our good appearance. Gifted with noble outward blessings, such gifts must lead us to earnest effort for intellectual and moral culture.

"An unhealthy stagnant pool of water isn't half as hurtful to a neighborhood as a stagnant man.

"Massive and impressive as the exterior of this habitation is, it must ever be only a feeble indicator of the greater wealth of knowledge, richness of resources, higher capacity of administration that exists here internally.

"The oak rises, flourishes and dies; the hardest granite, as time wears on, shows the sign of age; but the mind of man, renewed and cultured at each generation, grows on forever preparing for wider and nobler service.

"They shall grow who believe they can. I am so glad to

add to that, whatever be the attainments of the mind of man, God, the Father of us all, is saying to us, Come up higher. Come up higher. That is the everyday speech of the Maker.

"From today our lives must start from this new center. The blessing of all this is the permanence about us.

"Go back over the years and think of the changes—the sense of lodging in a kind of tent that was taken down tonight and rebuilt somewhere tomorrow.

"The blessing of all this permanence is that it is the fulfilment of our dreams and is a condition, a new condition, of a new and healthier growth. There is required now of us, one and all, such ability to plan our work that will multiply ability to work the plan.

"What's the use of the plan if we do not work it?

"I beg you to join me and join with each other in the development of capacity throughout our ranks, in intelligent, sustained, orderly effort to grow to the highest standards, that we may rightly occupy the throne to which we have been called; that we make good to each other and to those who look to us for example and inspiration.

"Let us by this service dedicate here and now this memorial stone of completion as an altar around which in days to come all of us who remain will gather to recall the voice of the leader in the store slogan written indelibly in the granite.

Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality.

"It is a great privilege for me to say these words to you for myself and for my son, who would give almost his lit-

the finger were he able to be here today beside me to confirm the words that I have spoken to you.

"I believe, in this new era that we are beginning, that whatever the past has had in it that was fine, that tended to increase our ambitions and give us strength and purpose, I believe the future will far surpass the fondest dream that the most sanguine of us ever had.

"I believe that many of us have esteemed it an honor to be associated with a business that builds not only its character, but is building the character of the business of the world.

"We cannot live upon the reputation of the past—it is the character that is within us and that we live out that is to make its mark as days go by.

"I am not asking any of you to do more than I shall do myself in making not simply for myself, but for the honor and rightness of right doing, the very largest success of our great enterprise, in the hope that it shall be beneficial to everyone of us, from the youngest to the oldest."

In July, 1910, came the establishment of the Wanamaker Taxicab system, by which users of these handy flyers are given greatly reduced rates to and from the Wanamaker Stores in Philadelphia and New York.

The forty-ninth year of the business witnessed another wonderful advance. This was the printing of full-page Wanamaker advertisements in the Paris edition of the New York *Herald*. Europe and America alike marveled at this innovation, which seemed a fitting preface to the Jubilee Year of the business built on Principle, Persistence and Publicity.

And true always to the plummet of Service.

This, then, is the chronicle of fifty years in business—the framework of mere dates, deeds and places.

In the pages that follow an attempt will be made to clothe this physical framework with the real flesh and blood that make the Wanamaker Stores a living personality and an economic, educational and humanitarian force in the evolution of the world.

Commerce is the great civilizer.



I HAVE the greatest admiration for what you are doing in an educational way in the Wanamaker Stores, and you must call on me at any time that I can be of service.—*Dr. Martin G. Brumbaugh, Superintendent of Public Instruction in Philadelphia.*

THIS time (1876) we saw the beginning of the first real department store in the country—anywhere, for that matter. If some Rip Van Winkle had gone to sleep in a cave on the Wissahickon the winter before the Centennial and should wake up and come into Philadelphia this Anniversary week (1906) not the least of the wonderful changes he would see would be in the stores. Some people think that this New Kind of Store, which started 30 years ago, has had something to do with the evolution in store methods.—*Rev. J. R. Miller, D.D., Pastor and Author.*





A THOROUGH knowledge of what the Wanamaker Store really represents in its relation to the work of the world is in itself a broad education, for within this building are found in operation almost every law of political economy, almost every application of scientific knowledge to the service of man, or the results of such application; but, above all, the finest example in large business, of which I have any knowledge, of the operation of the Ten Commandments and the Golden Rule.—*Dr. Josiah H. Penniman, Vice-Provost of the University of Pennsylvania, at the Corner-stone laying of the New Wanamaker Store, in Philadelphia, June 12, 1909.*

BOOK TWO.

ECONOMICS.

CHAPTER I.

To build a Commercial System upon a liberalized basis that from a sense of public duty included an obligation to secure not only A SQUARE DEAL UPON SOLID PRINCIPLES, but also to safeguard the interests of the public.—*John Wanamaker.*

ECONOMICS is the science of making the most of what is produced for man's use, through scientific merchandising.

This science is the basis of the Wanamaker System, as applied to trade through COMPLETE STORE SERVICE.

So, where histories of ordinary stores end, that of Wanamaker's now begins—for names, dates and places simply preface the real story of this unique Industrial Endeavor.

What has already been written is little more than a guide to the physical growth and expansion of this greatest of Time's trading places—this world-center of supply that practices the gospel of efficiency through principles first applied to retailing by its Founder and still exclusively its own in the sense of fair usage.

Now for its heart and soul!

Here are towering piles of granite, many peopled;
matchless acres of merchandise; new and wonderful
utilities.

What brought them into being?

What holds them together?

What is their purpose?

CHAPTER II.

ONE Christmas eve more than fifty years ago a country boy went into a Philadelphia jewelry store to buy a present for his mother. He had saved a few dollars from his earnings and was pleased to find a pretty trinket within range of his pocket.

"I'll take that," he said, handing out the cash a bit proudly.

As he spoke he saw another shiny something that pleased him more, even though it came higher.

"I think I'll change my mind and take that one instead," he said to the man, who had not yet wrapped the first selection.

"It's too late now," snapped the jeweler. "You've bought this and you must keep it." Doubtless it had been in stock a long time.

Under customs which then governed business, the boy had no recourse. He took what he did not want and said nothing—nothing audible!

But then and there he determined to start some day a store of his own where none would have to stand such unfair treatment.

So was born the Wanamaker System, later launched by this same boy in a little corner clothing store in Philadelphia.

"I remember being taken as a child to the first Wana-maker Store soon after its founding," said Governor Stuart, of Pennsylvania, who presided at the laying of the cornerstone of the new Philadelphia store in 1909, "and I have watched its growth and development from that day until this. No Pennsylvanian is prouder of the success of the man to whom we are indebted for this great institution than the one who now stands before you!"

That jeweler's attitude fairly reflected trade conditions which prevailed everywhere before 1861.

In those days a purchase was as irredeemable as a day gone, except to the favored few.

Buying was battling, skirmishing for advantage, bickering, dickering, quarreling, deceiving and duping.

As early as 1704 Philadelphia market traders were ordered to keep open the mouths of all sacks so customers could see what they were buying and thus escape fraud or substitution.

The rule was grudgingly obeyed, and for 157 years business stood hitched to the common-law excuse of "caveat emptor"—let the buyer beware!

Would-be sellers tried to best prospective buyers at every turn, and vice versa. This led to loss of time and temper, and bred waste.

Sometimes it took hours to complete the purchase of even a pair of trousers, however quickly questions of fabric and fit were settled. There was always a nerve-testing struggle over price, it being generally known that no merchant expected to get his "asking price" except from children and others too weak or ignorant to fight for their rights.

This contention being finally eliminated by mutual con-

cessions morosely made, open warfare as to the "bonus" promptly ensued. One wrangled an hour over a 5-cent lawn tie in a "tweed" engagement, having already routed the enemy by capturing a pair of 35-cent suspenders—a compromise between 25-cent ones offered and 50-cent ones claimed!

Such deals always ended in a doleful prophecy of bankruptcy from the seller, who that same day might sell similar goods for less money, and sweeten the bonus with a patent collar-button.

This was more or less true of all retail trading. Shoppers entered stores at their peril, and it took courage to leave without buying, no matter how undesirable the goods. Those who frankly admitted they were "just looking" were viewed as trespassers.

Valuable salesfolk were those who could work off old or faulty goods at the highest figures and overload customers with things they did not want. Prices were more variable than the tides, which change only four times daily!

Each store carried but one line of goods, which increased the cost of distribution and the labor of shopping. Assortments of merchandise were limited and usually about fifty per cent. stale—the seller depending largely on the buyer's gullibility or ignorance of values to get rid of his goods.

Into this state of affairs stepped one whose ideas, as later expressed, were these:

First: That a store should not be a trap to catch something from each who enters it.

Second: That advertising must say exactly what the store is and what it does.

Third: That all the goods sold are called back again if the buyer is not pleased to retain them.

Fourth: Fair prices for everything to everybody alike, without hidden reservations or concessions.

Fifth: That justice and honor require the exclusion of baits or even trifling deceptions; that customers whose confidence is invited and given are entitled to have their confidence respected and protected at every point.

Sixth: That patient and persistent training must be given to all the employes, to undo the education in the old long-time prevailing methods, to grow a new crop of business men and women to administer a new, broader, more enlightened and equitable system.

CHAPTER III.

PHILADELPHIA had long been a sort of merchants' paradise, owing to the absence of competition. Moss-grown methods required numerous middlemen, whose pay, of course, came out of the consumer's pocket. Each dealer bought and sold as pleased him best, and those who did not like the ways or wares in local stores went to New York, which was quite a journey then. This made Philadelphia merchants hate New York just as suburban storekeepers are apt to hate cities.

Trade methods had not moved a foot forward in a century. In some ways they echoed the Dark Ages, as witness three incidents recorded about the time that country boy did his first Christmas shopping.

A young woman went into a Second street store, and after looking around seemed disinclined to buy. Whereupon the shopkeeper barred the door, and the young woman avoided a forced purchase by escaping through a rear window.

An enterprising milliner cut a quantity of plaid silks into ribbons, which soon became the rage. Whereupon a rival milliner put a bonnet trimmed with these ribbons on a fright of a woman and paid her to promenade the streets and bring the fashion into contempt.

An admirer of Madam Rush, wishing to buy an India

shawl like one worn by that famous society leader, visited a Chestnut street shop and stated her want. The clerk showed her one at \$400. It was contemptuously pushed aside as too cheap.

This being the costliest one in the place, the man behind the counter was nonplused—but only for a moment! Whisking it up and disappearing behind a pile of prints, he returned with the same shawl—priced at \$1000!—and promptly completed the sale.

ONE PRICE in plain figures was unknown. Tags bore two sets of signs or letters, one signifying their cost to the merchant; the other the minimum sale price. Selling ability was measured by the excess obtained over the last-named figure, and salespeople were actually allowed a percentage of this excess for their shrewdness.

Doubtless true is the story of the salesman who won promotion by getting \$7 for a \$4 seersucker coat—a friendly fly having aided the “dot” system by specking the tag three times!

Buyers generally were at the mercy of merchants. An old Philadelphian recently wrote:

“Prior to the advent of Mr. Wanamaker, business of all kinds was conducted upon a system of graft, and the ability of a salesman consisted not only in the amount of merchandise he could sell, but also in his knowledge of the customer’s ignorance or ability to pay.”

Not content with taking advantage of those who voluntarily entered their stores many clothiers hired “barkers” to stand in front of their establishments. They ensnared passers-by, often hauling in pedestrians who had neither thought nor need of wearing apparel. This made no difference.

To get the customer's money and to give the least possible in exchange for it—this was almost an unwritten law in merchandising.

Here and there were fairly reliable shops, but even in them the temptation of prevailing conditions was at times too strong to be resisted.

Such trade-virtues as all-'round reliability and full fairness were unknown. Even where goods were as represented, prices would occasionally expand and shrink between sun-up and nightfall. Imposition and uncertainty prevailed. Mutuality as a mercantile attribute was not yet dreamed of.

Save by a mere boy, who believed that if it were honestly applied to trade methods, many wrongs could be righted.

His faith in the vision was backed by willingness to work hard.

He put his shoulder to the wheel April 8, 1861, when with Nathan Brown he opened "Oak Hall"—a little clothing store in which the child of Determination born in the jewelry shop was to be fitted for the fight!

CHAPTER IV.

· ‘FROM the first I never wavered in the purpose that grew out of a boy’s vision to build this business,” said the Founder of the Wanamaker System not long ago. “Its four cardinal principles always stood out clear, distinct and large before my eyes :

“A different business from any that existed ;

“A higher motive than mere cash profit ;

“An unvacillating system ;

“Accuracy in word and print.”

“There was also formed a purpose to bend every energy to raise the standards, so that business dealing might be more agreeable and safe, and rising generations might come into systems tolerably free from practices that had lowered mercantile character.”

To give this purpose a good start, the business started in “Oak Hall” was mounted on the four wheels of Intelligence, Integrity, Industry and an Ideal.

Its goal was “A Square Deal Upon Solid Principles,” to be reached by three connecting roads—

Standards of Merchandise,

Standards of Value,

Standards of Service.

For the pull were three thoroughbreds with long but vital names.

The first was "Protection to all by guaranteed reliability of goods sold."

The second, "Commodities mathematically cheapened without impairing quality."

The third, "Removal of obstacles that had blocked progress in supplying human wants."

Six sure drivers were ready for the pioneering journey. They were Intuition, Individuality, Initiative, Courage, Patience and Thoroughness.

With this wealth of intangible assets and a mighty small cash capital, the start was made.

Meantime the young merchant went to school in his store, studying the art of merchandising, which President Eliot, of Harvard, said would one day be classed with the fine arts, and learning the principles of economics through practical experience, which led him to conclude:

1. That trading is a science.

2. That trade-customs of having asking-and-taking prices, of using false labels, and making misstatements in advertising were raising up a class of business men who were scuttling the good ships of trade and would sooner or later sweep honorable merchantmen from all mercantile seas.

3. That a radical and immediate change was imperative.

Knowing that the surest way to bring about a change is to start it oneself, he began with two sweeping moves affecting store workers—

"Cash payment on the spot to work people on completion of their work," and

"Shorter business days for employees."

Thus as a prelude to the great symphony of service,

the long-established and unfair custom of paying helpers with orders for coal, groceries or dry goods was given its death warrant, and right regard for fellow-workers was first proclaimed a business necessity—in no sense a charity.

Then, in 1865, was unfurled to the lively winds of opposition the first Wanamaker flag of fair dealing. It was true blue, and bore this revolutionary symbol:

ONE PRICE and RETURN OF GOODS!

A nitro-glycerin bomb exploded in the basement of each business house in Philadelphia could not have caused greater confusion among merchants or more talk on the part of the public. Even the Wanamaker salesmen wondered if the announcement meant exactly what it said. One still with the business says they first thought they might as well resign immediately, for they sincerely believed clothing could be sold only on the "sliding scale of one price for the proprietor and one price for the customer."

This man tells how he waited his turn to sell on the day the new order went into effect, finally being called by a tall, gaunt Irishman who wanted a spring overcoat.

"My heart was in my mouth, as I had to contend with fit and the dreaded one price," he says. "I selected the article he wished, finally fitted him, but not a word was said about the price. That did not trouble him, as he no doubt had made up his mind how much he would pay me, not how much I would ask for it. When he asked the price I said: 'Twenty-two dollars, sir.' He smiled a

hearty smile. 'That's your asking price; what's your selling price?' I began the story about one price and all its accompaniments—system changed, sooner lose a sale, etc. His smile was still on, and he thought I would soon tumble a dollar or so. Finally he was tired out and offered me \$16, probably with a view of paying \$18. I showed him the advertisement of the day, but could not convince him of the changed system, and he finally said he could pay no such price and walked away to go out, with the full idea that I would call him back at, say, \$20 to \$18. He got to the door, but turned back and said he would buy the coat at \$22, knowing now that we were sincere in the one-price system, and that hereafter we should always have his trade, which I enjoyed for many years."

ONE PRICE was simply the application to trade of the law of certainty—a law of attraction as indisputable as that which made the apple fall at the feet of the inquisitive Newton.

"Certainty is the father of right and the mother of justice," Pope had said many years before the Wanamaker declaration, but none ever thought of right or justice as having to do with buying and selling.

The poet might have added that certainty is the tonic of trade, and today no progressive merchant would protest the statement!

ONE PRICE TO ALL was neither more nor less than the application to merchandising of the immortal note of equality sounded in the second sentence of the Declaration of Independence.

Indeed, with its accompaniment of RETURN OF GOODS it constituted a declaration of independence for all

buyers, and though some merchants cannot see it even yet, for sellers, too.

Today ONE PRICE is the law of the land, written in the national statutes, and all rate discrimination is booked for Time's dump-heap.

Those who ought to know freely credit John Wanamaker with having pioneered in this great move for commercial morality.

Said the *Dry Goods Economist* in November, 1899: "The credit for originating and adopting many of the modern methods of retailing is claimed—and justly, we believe, it will be generally admitted—by John Wanamaker."

RETURN OF GOODS was the blow that staggered most, however.

Merchants knew ONE PRICE could be dodged through rebates, but the thought of allowing customers to return purchases and get their money back stunned them—it was hard enough to work off stale and inferior stock once!

The Wanamaker idea was, and is, that before an article is good enough to sell to a customer, it must be good enough to buy back from that customer; that goods worth so much from one side of the counter must be worth just that much from the other side, if FAIR-DEALING is to be more than a catch-penny phrase.

This first application of RECIPROCITY to retail trading was thus announced in 1865:

"Any article that does not fit well, is not the proper color or quality, does not please the folks at home, or for any other reason is not perfectly satisfactory, should be brought back at once, and

if it is returned as purchased, within ten days, we will refund the money. It is our intention always to give value for value in every sale we make, and those who are not pleased with what they buy do us a positive favor to return the goods and get the money back."

The effect was volcanic. At first the buying public could scarcely believe what it read. Still doubting, a few courageous ones decided to "call the bluff." Then they came face to face with one of the Founder's quartet of cardinal principles—Accuracy in word and print!

They received back their money without the haggling and humiliation which even to this day mark the practice in some stores.

For the first time in history Mutuality was given a seat at the table of Merchandising. She sat between buyer and seller, whose rights she equalized.

This Wanamaker innovation was really a new application of the law of rhythm as shown in the pendulum, which must swing back and forth equally to keep the clock going.

Trade's pendulum had long been letting the business clock run slow by swinging too far one way. Good-will had meant good-will toward the seller. It was counted among store-assets—good-will and fixtures going together.

The swing always favored the seller until this New System made it reciprocal—the swing toward Wanamaker's being merely the logical reaction of the Wanamaker swing toward the community and its interests.

It was a practical revival of William Penn's voluntary

agreement with the Indians, that no unfair advantage should be taken on either side.

Its effect was many-sided. Besides balancing benefits between the merchant and his customers, it automatically served notice on the manufacturer that the standard of his product must be so raised and maintained as to leave no room for complaint about quality. No merchant could afford to patronize a mill or factory whose goods were constantly being turned back on his hands. The salesman was freed from all temptation to misrepresent goods, because they would come back if they proved to be deficient.

Back of the manufacturer stood the producer. The Wanamaker RETURN OF GOODS affected him, also. No longer could he defraud the man who took his output of raw material to transform it into tradable shape.

So, in self-defense, he cautioned his helpers—shearers, hoers, pickers, or tenders of mulberry trees—to work better and with greater care.

Down to the very soil; to the very flocks on the hill-sides, this plummet of fair dealing fell. It influenced millions of lives to be more genuine in work.

From the other side of the counter it spread in circles no less helpful. It added dignity and ease to the position of the buyer, who was thus freed of the feeling that purchases were welded on him like shackles.

It eliminated much confusion in the home—who has not seen women-folk rise up against the color or fit of a new suit selected by some mere male member of the family?

Above all, it GUARANTEED SATISFACTION without impos-

ing upon the customer any unpleasant method of procedure in obtaining the benefits of the guarantee.

Naturally it was distasteful to narrow-minded merchants who still wore their grandfathers' glasses!

Naturally these custom-bound conservatives predicted its failure as a practical proposition. And just as naturally, the people liked it and took advantage of the new freedom it granted them.

It was not alone the adoption of these progressive principles that caused the Wanamaker business to prosper. It was personal attention to every detail and insistence upon quality of material and honesty of workmanship.

Even at the start the goods offered by the Wanamaker Store were, in themselves, a guarantee.

But this was only the beginning of the revolution.



"STENTON"

*Home of the Logan family, near Wayne Junction, Philadelphia.
Was completed in 1728.*

CHAPTER V.

IN 1874, when the Wanamaker business had become the largest of its kind in the whole land—and when retrenchment in trade reforms would have been welcomed by merchants generally because of the late panic—came the now-famous copyrighted advertisement that announced the addition of FULL GUARANTEE to the already successful ONE PRICE and RETURN OF GOODS.

It was spread broadcast as a guarantee against “Misfits, Mistakes, Misrepresentations and Misunderstandings,” and because it marked an epoch in merchandising it is here reprinted in full:

(This Advertisement is Copyrighted.)

Entered according to Act of Congress, in the year 1874, in the Office of the Librarian of Congress, at Washington.

A GREAT STRIDE UP AND OVER BUSINESS CUSTOMS

Old methods found to be faulty or objectionable, discarded. A new and advantageous plan hereby adopted.

Already the largest Clothing Concern in America, and leading the trade,

NOW STARTS ON A NEW CAREER

Thoroughly reorganized on a greatly improved plan.

Silencing Objectors! Assuring Equal Rights to all! Ruling out the Possibility of Unfairness! Securing a Scale of still Lower Prices! Dropping every feature liable even to Criticism! Guaranteeing purchasers against

**MISFITS, MISTAKES, MISREPRESENTATIONS,
MISUNDERSTANDINGS**

Dissatisfaction with price or purchase rendered impossible.

Thirteen years of interested and eager observation of different methods of doing business, while establishing and extending the largest clothing trade in the United States, have brought us to the following CONCLUSION—

FIRST—That a customer has a right to some guarantee that his purchase shall prove exactly as represented.

SECOND—That cash throughout is the only basis consistent with the very lowest prices, as credit in every case necessitates higher prices to cover losses by bad debts, interest, lawsuits, hire of collectors, increased number of bookkeepers, etc.

[Note.—Wanamaker prices are still in 1911 based on cash payments, although for many years, for greater convenience to its customers, it has been the store's custom to render statements of accounts at the end of each month, to be settled within ten days.]

THIRD—That, though justice does not require it, comfort and actual security in dealing are greatly promoted by giving to the purchaser the privilege not only of exchange of goods, but of returning the same within a given time, and have promptly paid back the cash in full.

FOURTH—That all customers buying at the same time should pay precisely the same price for the same quality of goods.

FIFTH—That the interest of customers will be best served by abandoning the practice of paying salesmen a

percentage on each sale, as it leads to "hurrying-up," and sometimes "over-persuading" buyers to take goods with which they are not fully suited.

SIXTH—That as customers naturally inquire into the character and quality of articles offered for sale, and may not always be correctly informed, or fully understand the clerks, a label, made under the authority and guarantee of the firm, bearing a printed description of the name and quality of the goods, should be attached to each article.

BUSINESS MEN, thoroughly bent on upright dealing, have been thinking over, working out and experimenting on propositions similar to the above, and here and there is an establishment which has accepted one or another of these conclusions, and ordered their business accordingly. But

WE UNHESITATINGLY ADOPT THEM ALL

And confidently relying on the approval and support of an intelligent and discriminating public, we inaugurate what we believe to be the best system in the world, and we now

Announce these as the

FOUR CARDINAL POINTS

By which we will hereafter

steer our craft

**FULL GUARANTEE
ONE PRICE**

**CASH PAYMENT
CASH RETURNED**

EXPLANATION AND ELABORATION OF THE NEW PLAN

FIRST POINT—"CASH"—Houses doing a credit business must provide for losses on bad debts, interest on long-standing accounts, capital locked up, etc. To bear such losses themselves would drive them out of business. Therefore a per cent. is added to the price of each article sold to cover this leakage, and cash buyers, whether they know it or not, really pay the bad debts and the interest on the long credits of the other customers. Under the cash payment system one pays only for what he gets, and contributes nothing to a "Sinking Fund."

By this radical change we shall lose some of our customers, no doubt, but we will gain ten where we lose one, the advantages being so great to all who can avail themselves of them. So we say CASH THROUGHOUT. Bring money for Clothing and we will supply it at prices possible under no other plan.

SECOND POINT—"ONE PRICE"—The fairness of this feature of our plan all will praise. It is simply treating all alike—exactng nothing from indisposition to bargain or ignorance, and, at the same time, conceding all that shrewdness on the shrewdest customer's part could possibly extort, because the "One Price" which we mark on our goods shall invariably be

Not the "First" Price, but the Last and Lowest Price.

Not the "Top" Price, but the Very Bottom Price.

THIRD POINT—"FULL GUARANTEE"—A printed guarantee, bearing the signature of our firm will accompany each garment as a warrantee. This binds us in every sense, and will be honored as quickly as a good draft of the Government of the United States. This is a sample of the full guarantee, and tells its own story—

GUARANTEE.

WE HEREBY GUARANTEE—

First—That the prices of our goods shall be as low as the same quality of material and manufacture are sold anywhere in the United States.

Second—That prices are precisely the same to everybody for same quality, on same day of purchase.

Third—That the quality of goods is as represented on printed labels.

Fourth—That the full amount of cash paid will be refunded, if customers find the articles unsatisfactory, and return them unworn and uninjured within ten days of date of purchase.

FOURTH POINT—"CASH RETURNED"—This is simply a concession on our part to our customers, to secure them full confidence in dealing for goods they know very little about, and we thus prevent any occasion for dissatisfaction from any and every cause whatsoever. If the garment is not exactly what you thought, if your taste changes, if the "home folks" prefer another color or another shape, if you find you can buy the same material and style elsewhere for less money, if you conclude you don't need it after you get home, if the season changes suddenly and you wish you had not bought it, bring it back unworn and uninjured, and the full amount of money you paid will be returned on the spot. What more can we do for our customers than this, when we make our clothing so that they can draw the money value with it equally as well as with a check on the banks?

THE ADVANTAGES incident to a system having for its cardinal points these which we have now explained, are simply innumerable. Saving of time and temper, perfect security, absence of all huckstering, etc., etc.

But above all this,

IT MAKES CLOTHING CHEAP—Sinking the prices several degrees below what they have been heretofore, or could possibly be under the old system.

By dispensing with certain clerks no longer needed, it reduces "Store Expenses."

By enforcing CASH Payments, the bad debts are avoided.

By putting plenty of ready money in hand, it enables us to buy goods at figures that credit men know nothing about.

By increase of sales, a smaller profit on each article is sufficient.

All of these "By-ways" lead direct to CHEAPNESS; and this without lowering the quality or style of our celebrated make of MEN'S AND BOY'S CLOTHING.

SOME OTHER THINGS wherein our plan differs from others:

- (a) It combines all the good points which exist, separately or in partial combinations, and it adds some new and important features.
- (b) It gives such a guarantee as no house in the world, to our knowledge, ever ventured to give as a rule.
- (c) It makes our goods equivalent to checks on a bank, whenever they are presented unworn and uninjured.
- (d) It has the great advantage of an immense business already established, to sustain the "New Constitution," and under no other circumstances could so many radical concessions to customers be made.

We have for years been working toward the present point, and, though naturally falling into the current methods of trade, we observed and noted the defects of the old systems, and have been carefully weighing for a long time these newer plans, and preparing for this ENTIRE CHANGE OF BASE.

We now Swing Clear of All Combinations, and Burn the Bridges behind us.

**INVESTIGATION IS ASKED INTO ALL WE HAVE
HERE PUT FORTH,**

Staking the hard-earned and fought-for reputation of our house (of which we confess we are proud) on the faithful and exact fulfilment of all the promises and conditions herein laid down.

On this new, and in many respects Original Plan, we launch the Oak Hall Craft on SATURDAY NEXT, bound for Fall Trade, and by our experience in trade, and all our knowledge of human nature, we are led to anticipate that

**MARVELOUS AND UNPRECEDENTED INCREASE OF BUSINESS
FOR WHICH WE ARE WELL PREPARED.**

Our warehouses, comprising 27 spacious rooms, are

stocked to the full; our home mills have been turning out large quantities of goods to us that are now in store, and Foreign fabrics by the shipload are now on our counters. Our workmen have been a small army, and as diligent and skillful as they are numerous. With the improvements already noted, there are also new styles, new colors, new cuts and more careful finishing. Everything possible has been done to meet and gratify the rush, and now LET IT BEGIN.

WANAMAKER'S
THE LARGEST CLOTHING HOUSE IN AMERICA.

This sweeping blast made the business world gasp. But it was welcomed by the buying public as leading to complete security.

The soundness of this New System was soon demonstrated—first by the opposition it created, next by popular endorsement followed by the quiet imitation of rivals, and finally by general adoption of its salient features throughout the country.

So thoroughly has it now permeated merchandising that there is no important American city or town in which trading does not reflect the Wanamaker spirit.

It was said by Frank D. La Lanne, president of the National Board of Trade, in a notable speech at the laying of the corner-stone of the new Wanamaker Store in Philadelphia:

“In my journeys over America I am asked every day about what is going on here, for other merchants doing large businesses in our country all look to this store as the school to teach them proper retail merchandising, and many of them say, ‘We follow as closely as we can the lines of Mr. Wanamaker’s honorable dealings.’



THIS wonderful development stands today as the best and greatest achievement of modern times. It teaches the world that all who have been identified with it have done the best with the means at hand, and the result is just what Mr. Wanamaker started out to accomplish. Behind artisan, architect, and designer must be the master controlling mind to conceive the original enterprise and gather together the men and material; to formulate the plans, develop the prospect, and finance the millions invested. Along with this is the companion thought that this merchant has taken the advance step beyond all other merchants in the world, and now insists on making merchandizing a science.—*Hon. Geo. B. Orlady, Associate Judge of the Superior Court of Pennsylvania, at the laying of the Cornerstone of the New Wanamaker Store, Philadelphia, June 12, 1909.*



I N my journeys over America, I am asked every day about what is going on here, for other merchants doing large businesses in our country all look to this store as the school to teach them proper retail merchandising, and many of them say: "We follow as closely as we can the lines of Mr. Wanamaker's honorable dealings."—*Frank D. LaLanne, President of the National Board of Trade, at the laying of the Corner-stone of the New Wanamaker Building, Philadelphia, June 12, 1909.*

"A giant merchant in the West said to me the other day, 'I run two stores in two cities, and I have found that when my advertising agents deviate from Mr. Wanamaker's straightforward methods our trade begins to fall off, but when we advertise in the Wanamaker way and deliver goods in the Wanamaker way, our business increases.'"

If there be any secret behind this widespread existence of the sincerest form of flattery, it is this—that Wanamaker's has grown to be FAR MORE THAN A STORE, even as it was beginning to be in 1874, two years before the move to the "Grand Depot."

It then, as now, offered conveniences as the rightful due of customers, and not merely as courtesies.

It regarded each purchaser as a sort of partner in a joint business transaction, and therefore entitled to money back on return of goods as a matter of JUSTICE, not as a favor.

It gave its employes a new standing by recognizing a social duty to them as co-workers, and it required of them neither deceit nor falsehood in the performance of their duties to customers.

ABSOLUTE HONESTY was its keynote. Marks and labels had to be genuinely true, and all statements made verbally, or in print, wholly accurate.

These were real innovations, for the excellent reason that there existed no models from which to copy.

They made Wanamaker's the first NATIONAL store, with customers in every State and Territory, though long ago the Founder said:

"Let the people of a locality stay by and support their

will be sufficient in what it may not pay other stores to keep or search the world to obtain."

And instead of injuring business generally or impeding trade progress, as had been freely predicted, this New System of Merchandising speedily increased sales on all sides. For it compelled the adoption of right methods in at least some measure, and waked the sleepers to a certain and unprecedented regard for economic truths.

Mr. Wanamaker himself said to his co-workers in his farewell address in the last section of the old Philadelphia Store:

"Pause a moment and think what it would mean to America if instead of our dismantling this old building we were by some mystic power dismantling the new system of business, which began with you, which you worked out, and that has been spread from this old spot all over our country. Suppose we were dismantling that! Letting it all go; going back to those old, old methods of misticketed goods, goods made at Manayunk and ticketed 'French,' and the like of it; and the haggling of prices. The dogs of barkers that used to be on the street, outside, to bring the customers in; and the dogs inside, so that nearest store for all they can get out of it. Our dividend when you got in you could not get out unless you bought something!

"That was the experience that led to part of the foundation of this business. It was my own personal experience when I was a boy, and I never forgot it—that I got into a store and couldn't get out. I said if I ever got a store I would have bright and handsome people who would welcome and wouldn't hold the customers fast unless they bought. And we have perfected and lived on

it, and the world is a great deal better for it. Better for the confidence and faith, and the conveniences that we inaugurated, and that which makes the customer feel when he comes to see us that he will receive the service.

“What would we not all do to avert such a calamity as going back to this old method—what a setback to the world it would be. Have you thought of the outcome of the things that were started here, which we have held fast to and which now have spread all over the country?”

CHAPTER VI.

SIXTEEN years of the Wanamaker System as applied to the retail clothing trade laid a broad and firm foundation for something larger and more far-reaching, and in 1877 the Wanamaker laws of MUTUALITY were extended to many lines of dry goods, all sold under one roof and subject to the same guarantee that had already revolutionized trading methods.

This branching-out came in answer to popular demand, and the NEW KIND OF STORE, as it is even to this day, began its service as a PUBLIC UTILITY.

The Founder contended:

- That trading is a science;
- That it is equally fair for a man to compete with one or one hundred men;
- That such competition benefits communities by discouraging monopoly and reducing prices to a minimum;
- That old and cumbersome methods of storekeeping actually create a tax upon the people, and
- That a close alliance between producers and consumers is of as much value in cheapening necessities as labor-saving machines have been.

This was the economic bedrock upon which the New Kind of Store was based.

The "granite" selected for its walls was SERVICE.

"How can we better serve people?" became the eternal question of the Wanamaker business.

"PUBLIC SERVICE is the sole basic condition of retail business growth," said John Wanamaker in an address on "The Evolution of Mercantile Business" before the American Academy of Political and Social Science some years ago.

"To give the best merchandise at the least cost is the modern retailer's ambition. He cannot control costs of production, but he can modify costs of distribution and his own profits.

"His principle is the minimum of profit for the creation of the maximum of business. The keen rivalry of retail trading is inimical to a combination between different and competing firms and companies. Such a combination would advance prices, diminish consumption and increase cost of production.

"The vast varieties of merchandise required by the modern retail store make combinations for the control of articles in process of and possible of manufacture in every part of the world practically impossible. It is possible for retail merchants in several localities to combine purchases for the sake of economy, but such co-operation differs widely from the organizations commonly known as trusts, for its only effect on prices would be to reduce them.

"Extensive retailing in this country is the product of competition in buying and selling, for there does not exist in retail business any known combination for the control of unpatented and unpatentable merchandise, nor for the fixing of prices in the interests either of merchants or manufacturers.

"The entire practical influence of the modern depart-

ment store is powerfully against monopoly in any branch of manufacturing or selling."

Again, at the laying of the corner-stone of the new Philadelphia Store, Mr. Wanamaker epitomized the notable change of 1877 as "the assembling of the world's best products upon the most intelligent and economical basis."

This opening of the New Kind of Store fanned into a furious flame the embers of opposition that had been smouldering since the ONE PRICE and RETURNABILITY OF GOODS declaration in 1865!

From the fuss made one might have thought the Founder's sole motive was the murder of small or exclusive mercantile establishments, whereas actual figures show that since the broadening of the Wanamaker business the percentage of increase of such stores has been greater than the percentage of increase in population!

While narrow-minded merchants sought by every means to discredit the startling move, the people welcomed it as a long-desired benefit.

So new to the world at large was the idea of a great general store that the first wonder was not whether the Wanamaker System would prove equal to larger and more varied demands, but whether such a store could succeed.

It was, indeed, a bold venture—a Columbus-voyage into unknown seas of merchandising, but the ship of plans was steered by tested principles of fair dealing and the compass-needle of purpose pointed toward the pole of true service.

One thing was certain—history up to that time contained no record of true service having failed!

So sneers, jeers and disguised fears, blatantly loosed in

varying degrees of sarcasm and vituperation, were not heeded, nor did they accomplish more than to intensify the Wanamaker determination to serve the public.

"I contend that the department store development would not be here but for its service to society," said in after years the Founder of the New Kind of Store—"that it did a public service in retiring middlemen; that it neither denies rights to others nor claims privileges of State franchises, or favoritism of national tariff laws."

"If there be any suffering from it, the pressure is that of competition, not monopoly. I contend that so long as competition is not suppressed by law, monopolies cannot exist in storekeeping, and that the one-quarter of the globe which cannot be captured by trusts is most assuredly that of the mercantile trading world."

"I hold that the evolution in trade was inevitable, because it was water-logged by old customs that over-taxed purchasers; that there was at work for a long time a resistless force moving towards the highest good of humanity; that the profit therefrom to individuals who have risked their own capital, as any man may still do if he choose, has been insignificant, compared to the people benefited both by the cheapening of the comforts of life and by the improved condition of persons employed."

"I believe the new American system of storekeeping is the most powerful factor yet discovered to compel minimum prices. Perhaps some one will ask what effect reduced prices of merchandise have upon labor. It is a noticeable fact that lowered prices stimulate consumption and require additional labor in producing, transporting and distributing. The care of such large stocks, amounting in one single store upon an average at all times to between five and six millions of dollars, and the preparation of and handling from reserves to forward stocks, require large corps of men."

“Under old conditions of storekeeping a man and his wife or daughter did all the work between daylight and midnight. The new systems make shorter hours of duty and thus the number of employes is increased, while many entirely new avenues of employment for women are opened, as typewriters, stenographers, cashiers, check-clerks, inspectors, wrappers, mailing clerks and the like. The division of labor creates many places for talented and high-priced men, whose salaries range alongside of presidents of banks and trust companies and similar important positions. It is universally admitted that the sanitary conditions which surround the employes of the large stores are better than in the old-time smaller stores and that employes are considerably better paid.”



THE CHEW HOUSE, GERMANTOWN, PHILADELPHIA
Used as a Fort by the British during Battle of October 4, 1777

CHAPTER VII.

SUMMED up, the Wanamaker idea of business as planted in the soil of '77 is:

I.

To establish a New Kind of Store, based upon a system of business, free from defective old methods and lack of methods, and upon principles, first put into operation here, by which it must steadily grow better.

II.

To combine certain carefully chosen businesses under one roof and one co-operative administration; to maintain the individuality of each section as much as if it were in a separate building, and thereby construct a commercial enterprise obviously different from what is popularly known as "a department store."

III.

To specialize each class of business undertaken; improve upon it; perfect it and make it superior, in course of time, to any separate business of its kind.

IV.

To build up a system with reciprocity between buyer and seller as the fundamental principle. Values to be fairly and unalterably fixed upon a basis of immediate cash payments, with protection to buyers in price, and

goods returnable without explanation or embarrassment within specified regulations (mostly sanitary upon the broad ground of unity of interest). Discounts to clergymen—(a sentiment) and to sellers of goods “to live and let live,” only possible by surrendering a part of what belongs to ourselves of profit and sometimes of principle. No credits but monthly accounts, for convenience only, and prices for everything kept steadily at figures calculated for cash on delivery.

V.

Accuracy and straightforwardness throughout to be the first requirement, and above all, exactitude of service with each transaction, small or large, without considering the profit in any one instance.

VI.

Not to allow the sale of merely profit-giving classes of goods, irrespective of intrinsic worth—the governing and inflexible rule being to provide only trustworthy merchandise, excluding all other.

VII.

Inasmuch as thousands of people are obliged to spend their lives in the business, its power shall be exerted, without neglect of its first duty to its supporters, to advance the welfare of those employed, by means of healthful accommodations, the continuation and extension of the shortened hours, the courtesy of summer recreations and higher and higher standards to make a business life honorable and self-respecting. To this end a system of training shall be maintained to enable diligent and earnest people to develop business ability and find careers, contentment and adequate remuneration in daily toil.

CHAPTER VIII.

WHAT a Monday it was for Philadelphia—and all the wide world of buyers and sellers!—when on March 12, 1877, the doors of the first store of its kind were thrown open!

Seventy thousand persons visited the store that day.

The President of the United States called that month, and asked for the proprietor. Merchants from all the great cities and trade-centers came to see and to learn.

The chief interest was clearly shown to be in the New System of business—a system under which buyers are protected; under which children can buy as safely as their keen-eyed parents; that turns the drudgery of shopping into pleasure, and not only saves time for the shopper, but so assembles the merchandise as to secure economy by which costs of doing business are lessened, to the advantage of the consumer.

A system that gives to a great store the spirit of a home, filled with things people can look at as often as they like and learn about without any hint of obligation; that creates confidence by its long-established principles of one price and return of goods, and cultivates the popular taste in many directions.

A System of Seven Lamps which, in the “speech of the store,” are as follows:

A LAMP OF TRUTH—throwing its searchlight over the merchandise we sell, over the statements of our salespeople, and over our announcements in the public prints.

A LAMP OF JUSTICE—assuring one fair price to everybody, extending the privilege of return and exchange of goods, and searching out errors that they may be rectified.

A LAMP OF COURTESY—opening the store freely to the public as an exposition of the world's best products, serving the people carefully and politely at all times, but never importuning them to buy.

A LAMP OF FAITH—keeping that faith with the public which gives the public unbounded faith in the store—faith in its goods, faith in its prices, faith in its statements, faith in its service.

A LAMP OF INITIATIVE—the initiative of courage, not of rashness; the initiative that makes footprints where none was before; the initiative that has made this business the world's largest retail distributor of merchandise.

A LAMP OF EDUCATION—the training of our boys and girls, of our business family, of ourselves; and the education of the public in merchandise; the filling in with useful knowledge and the development to the full of all our faculties and powers—with the one end in view: TO BETTER SERVE THE PUBLIC.

A LAMP OF CO-OPERATION—The mutuality of this business—of the owners, of the faithful employes, and of the generous public—whose interests are one; the new spirit of storekeeping, that CO-OPERATION, not competition, is the very life of business.

The starting point of this new sort of business was fixed in the community of interests, and the general aim was to preserve a balance of fairness between all concerned in it or touched by it.

How well it has practiced the many high principles here enumerated is best left to an authoritative and

unprejudiced observer whose life has been devoted to the study and teaching of elemental truths—Dr. Josiah H. Penniman, Vice-Provost of the University of Pennsylvania, who thus concluded his address at the cornerstone laying of the new Philadelphia Wanamaker Store:

“A thorough knowledge of what this store really represents in its relation to the work of the world is in itself a broad education, for within this building are found in operation almost every law of political economy; almost every application of scientific knowledge to the service of man, or the results of such application—but, above all, the finest example in large business, of which I have any knowledge, of the operation of the Ten Commandments and the Golden Rule.”



BARTRAM'S MANSION, WEST PHILADELPHIA

Front view of porch. Erected in 1731, in the midst of the most famous Botanical Garden in America

CHAPTER IX.

IN its physical and financial formation, the Wanamaker business is as unlike the average modern commercial project as is its spirit of merchandising.

It has been a growth from within out, not a consolidation of many private concerns into a vast corporation dependent for its money-support on the marketing of its shares.

To secure the products it needs, it unites large cash capital for cash dealing with manufacturers, and its invariable rule—based on the principle of large sales and small profits—is not to sell these products for as much as they will bring, but for as little as possible.

Based upon two vital things—TRUE PUBLIC SERVICE and TRUE MERCHANDISE—it seeks to reduce the cost to the consumer by scientific purchase and sale of merchandise and by a reduction of fixed charges made possible by massing large variety under one roof and one management. Also by organizing conveniences and service, and organizing individual effort to gain understanding of the secrets of production and to master methods of manufacture so as to reduce prices or obtain better value for customers.

The business is conducted through a series of individual departments. The head of each is responsible directly to John Wanamaker himself, or, to use his own phrase at the opening of the new Wanamaker building in New York, to one of the “two best assets of the store,” Rodman

Wanamaker—his other son, Thomas B. Wanamaker, having died in 1908, leaving a place never to be filled.

An executive staff takes some of the managerial burdens from their shoulders, and each department is really a specialized store, whose active head has only to prepare and sell the proper merchandise. All problems of finance, delivery, employing of salespeople and advertising are taken over by other specialized departments, which pay attention strictly to such branches.

These different departments, or stores within stores, vary in ways other than the quality and sort of taste exercised therein. For instance, take the refund of money for goods returned—one department head is broad enough to understand and welcome the situation, and to carry out in full the System's fixed policy of complete satisfaction. Another has different training, and is of different fibre, and may resist this policy.

One may have been trained in the old school idea of making as much money as possible on each separate sale—though as soon as such a condition is discovered it is stopped—while another fully realizes that the nimble nickel pays; that it is better to make 10 per cent. five times than 50 per cent. once, because it is better to have five customers go around saying, "See this fine money's worth I got at Wanamaker's!" than to have but one customer thus advertising the stores.

So there is still another specialized department called the Bureau of Adjustments, where all errors (of human service) are corrected and unintentional wrongs righted by a chief who is responsible only to the head of the business whom he personally and directly represents. The customer is always right, is his watch-word.

CHAPTER X.

THE Wanamaker conception of a great store's duty to the public may be thus summarized:

1. To gather conveniently under one roof all the world's products for personal wear and home-furnishing, selecting with expert care and wise discrimination; buying always the best, but buying with such knowledge and judgment as to admit of selling at the lowest possible prices.

2. Keeping constantly in stock the staple merchandise in general demand, but assuming the greater duty of sending buyers into strange places and over little-traveled roads to seek new and different things not found in the usual channels of trade.

3. Always seeking to do a thing better than has been done; working aggressively with manufacturers to have merchandise better made or manufacturing conditions improved; placing orders conveniently, so that economies in cost of production may be secured for the public, and constantly developing newer and better styles and ways to produce them at prices lower than equal qualities in commonplace designs.

4. Providing a store service that is courteous, intelligent, prompt and efficient, so as to make shopping as pleasant as it is satisfying, and recognizing the FACT that **good morals and good manners are as important as good merchandising**; that the customer's comfort and conveni-

ence deserve first thought, and that NOTHING BUT PERFECT SATISFACTION EVER SEALS A SALE.

The Wanamaker Stores must be pleasant resorts, not traps; the Wanamaker advertising must be carefully prepared news; visitors must be secure from importunity; employes must be trained in the New System and in the law of courtesy; and mail orders must be executed by shoppers trained to think only of the customer's wants and wishes.

In pursuance of its policy to give the best service at least cost to those who turn to it, the Wanamaker System goes to primary sources for its supplies, and by going at times when the wheels of production would ordinarily be idle, it helps the manufacturer with what is practically an all-the-year-'round market.

At the same time it helps industry by the continuity of employment, and by buying at least cost it can afford to buy largely, thus verifying the truth that "increased production stimulates industry, which in its turn reacts beneficially on production."

It needs no argument to show that a system which increases both production and consumption must contribute to the welfare of both producer and consumer—in other words, of the entire community. Ruskin says: "The prosperity of our neighbors in the end is our own."

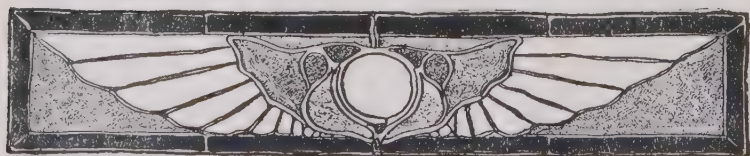
With their continuous display of novelties and utilities, the Wanamaker Stores not only educate the popular mind in the progress of invention, but foster invention. They diffuse the blessings of human skill among innumerable homes to which these would otherwise be strangers.

Every home has been put in closer touch with civiliza-

tion. The word "commerce" primarily meant traffic; in its secondary meaning it stands for social intercourse, fellowship. Emerson says: "The end of friendship is a commerce the most striking and homely that can be joined."

Buying in bulk, the system continues the process of economy by shipping in bulk. It was formerly taught that retail trade carries on exchanges between people of the same country only—as distinguished from international trade. This system has changed that—abolishing all boundaries but the ends of the earth.

There is rarely a day that foreign steamship lines, equally with railroad lines, are not bearing their freightage to these stores from all parts of the world. The result would be congestion but for the local distribution system, which with its van equipment keeps an open line of communication with every home in Philadelphia and New York and suburban points, while the mail and express systems extend the contact of the stores to every corner of the country.



CHAPTER XI.

HOW much and in how many different ways the Wanamaker Stores have helped mankind may be seen from the following list of some distinctive public services they have rendered in their fifty years of activity:

IN INDUSTRIAL WAYS—Shortening business hours, 1862. Inaugurating Saturday half-holiday, 1886.

IN ECONOMIC WAYS—By placing retail business on a scientific basis, which raises the standard of Merchandise and lowers the prices, cuts out waste in production and distribution, and brings the producer directly to the door of the consumer; and by placing on a firm foundation the New Kind of Storekeeping, which stands squarely on the four legs of one price, return of goods, freedom of shopping and mutuality between employer, employe and the public.

IN BUSINESS WAYS—By giving retail trade a regular pulsebeat, by periodic sales.

IN BUSINESS PANIC—Helping factories to keep running, by marketing their goods at cost.

IN COMMERCIAL WAYS—By opening sure markets to American and foreign goods. By training their own people in scientific merchandising, and by demonstrating that merchandising is a science.

IN EDUCATIONAL WAYS—By continual exhibitions, industrial, artistic and instructive; and by organizing the

first Store Commercial Institute and the first Store University, the "American University of Trade and Applied Commerce," in which store people are given a thorough business training.

IN INTELLECTUAL WAYS—By revolutionizing book trade methods and prices and by demonstrating practically that publicity is a science.

IN MUSICAL WAYS—By revolutionizing the piano trade. By inaugurating store concerts. By giving store people vocal and instrumental training.

IN FURTHERING THE FINE ARTS—By stimulating native talent with competitive exhibitions and by importing the best works of foreign art salons.

IN LIFTING FASHION TO A RECOGNIZED ART SHOW—The first American stores to plant themselves amid the Paris fashions; to systematically gather and report them by cable; and to give them to America as promptly as Paris herself can get them.

IN LIFTING THE PLANE OF DOMESTIC LIFE—By the great Store of Galleries opened in New York, October, 16, 1908.

IN STIMULATING INVENTION—By introducing electric lights (December 26, 1878), cash carriers, cash registers, vacuum cleaning, etc.

IN SCIENTIFIC WAYS—The first retail establishment in the world to use electric light, to pierce the fog of doubt and uncertainty concerning wireless telegraphy and announce its readiness to receive Marconigrams.

IN ARCHITECTURAL WAYS—By raising a new standard of store architecture which merchants and architects may study as a model.

IN HISTORICAL WAYS—By preserving and perpetuating local history, and by presenting object lessons of great events in the history of mankind.

IN WAYS OF PUBLIC ACCOMMODATIONS—By keeping store telephone service in operation night and day.

IN INTERNATIONAL WAYS—By making all countries better acquainted with America, and making Americans

familiar with the useful and beautiful products of every country under the sun.

IN SANITARY SCIENCE—By introducing sanitary cooking vessels; by free lectures on cookery; by the introduction of sanitary methods of store cleaning, etc.

IN CONSERVING PUBLIC SAFETY—The Philadelphia store is the first to have its lighting and heating plants entirely outside of the store building.

IN COLLEGIATE WAYS—By making Commerce so distinctly a science that the universities and colleges of America now class it with "the learned professions."

IN LOOKING TO THE HEALTH OF THE CHILDREN—By being first in the country to send the store boys regularly to camp every summer.

IN PROMOTING THE CHILDREN'S HAPPINESS—By being first to provide playrooms and holiday exhibitions and first to establish "Children's Day."

In times of stress the Wanamaker Stores have also had the privilege, along with others, of helping humanity.

IN WARTIME—Helping to clothe the armies in 1861-65. Helping to equip marine corps, 1898.

IN PESTILENCE—Gathering and shipping goods to yellow fever victims in the South, about 1868.

IN TIME OF CONFLAGRATION—Gathering and shipping supplies to Chicago fire sufferers, 1871.

IN TIME OF FLOOD—By gathering and shipping supplies to the Johnstown victims.

CHAPTER XII.

MANY of the well-established business laws of the present day came into our lives with the advent of the Wanamaker System, among these being:

One fixed price on all merchandise.

Exchange of goods or refund of money within certain hygienic limits.

Shorter business days. Summer vacations with full pay. Saturday half-holidays.

Rigid inspection of all goods and labels. Selling goods for exactly what they are. No misrepresentation.

Scrupulous verification of all statements about merchandise before giving them publicity.

Freedom and courtesies of the stores without obligation to buy.

Open doors to the markets of the world, but giving home markets precedence.

The logical upgrowth of these equitable practices as applied to retail trade is magnificently represented in the twin Wanamaker Stores in New York and the new Philadelphia store—the largest and finest in all the world.

“This wonderful development stands today as the best and greatest achievement of modern times,” said Judge George B. Orlady, of the Superior Court of Pennsylvania,

at the laying of the Philadelphia cornerstone. "It teaches the world that all who have been identified with it have done the best with the means at hand, and the result is just what Mr. Wanamaker started out to accomplish. Behind artisan, architect and designer must be the master controlling mind to conceive the original enterprise and gather together the men and material; to formulate the plans, develop the project and finance the millions invested."

"Along with this is the companion thought that this merchant has taken the advance step beyond all other merchants in the world and now insists upon making merchandising a science. Even so, the relations of the world must be as the relations of the employes across the counters of this store—fidelity, manliness, loyalty and integrity."

The changes wrought by the Wanamaker System along intellectual, moral and material lines have been inestimable. Commercially they permeate the whole business system of the country, and their effect is leavening.

President Cannon, of the National Association of Credit Men, has declared:

"The spirit which pervades the business world at the end of this nineteenth century is loftier in tone than ever before in the history of this country;" and he adds: "While the spirit of competition is keener today than ever before, I think there is less and less malice and harsh feeling between competitors in similar trades as time goes on."

It is fair to assume that the Wanamaker System has had something to do with this ameliorated feeling. Certainly there is no community large enough to sustain a printing press in which its influence is not reflected day

by day in the advertisements. Unworthy methods have been crowded out.

Modern storekeeping is no longer a horsetrading business or a peddler's dickering. It is a serious business, cleanly and honorably conducted. It is finding a market for and distributing the world's merchandise.

An institution that disposes of many millions of dollars' worth of merchandise annually benefits the country infinitely more than even these large figures indicate. Some of these millions go right into the hands of Wanamaker employes. Other millions go into manufactories in towns and cities all over the country, to pay the workers there. These workers spend their earnings among the shopkeepers of their home towns—making prosperous times there.

The circles of benefit are of unlimited circumference and never-ending continuity—making for the nation's universal prosperity.

It is a part of the history of the business that some years it made a division of profits to the employes and later adopted a regular system of half-yearly advances of salaries upon their working records, and a bonus upon the sales of the month of December.

It established an insurance association, with three classes of sick and death benefits, which has distributed since its formation, June 21, 1882, up to February 1, 1911:

Paid out sick benefits	\$335,469.14
Paid out death benefits	133,057.21

Total	\$468,526.35
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It established and maintained at the expense of the founder of the business a pension roll upon which the

aged and disabled receive half pay, and, in some cases, more than that.

It established and still maintains the Annie McDowell Circulating Library, containing 4100 volumes, for the convenience and saving of time of employes.

It maintains a saving fund for employes, with inducements to save.

The building associations instituted and managed by its employes are most successful methods of saving.

The Wanamaker System has not accomplished these results by economic methods only; it has rested its cause as well on intellectual and ethical grounds. In addressing the public it appeals to reason only, depending neither on importunity nor on exaggeration, and it proceeds upon the ethical plan of treating all people alike—of preserving their self-respect in buying, and of respecting the confidence which they have been asked to bestow.

It is not prophecy, but logic, which affirms that the system which has attested itself in peace and war, in good times and bad times through an entire generation, only stands upon the threshold of its career.

Its Founder said not long since: "Having already in large degree revolutionized the retail business of the United States, this system must now, with the encouragement of its past achievements, continue its mission with increasing power to elevate and improve by education and example and larger facilities the life and work of the business forces of the world."



ARCHITECTURAL DETAIL SKETCH OF COLUMN IN WANAMAKER
STORE, PHILADELPHIA

BOOK THREE.

MERCHANDISE.

CHAPTER I.

THE GOLDEN AGE.

THE Eleventh and Twelfth Centuries are sometimes called the Golden Age of Commerce. Venice was the center of the Commercial world.

But commerce then meant merely trading by ship. Goods were transported over seas from city to city, within a small radius, and sold in booth or bazaar.

Today commerce is a far greater achievement. It includes everything that has to do with both production and distribution, and thus embraces the first two of the five human activities—which are: production, distribution, education, government and evangelization. It even largely includes education, as will be seen in a later chapter. People are best educated by what they see and what they live with—and a great part of this is merchandise.

The Twentieth Century is really the Golden Age of Merchandise.

Manufactured products for personal wear and for home adornment are today better made, more artistic and refined than in any age of the world's history.

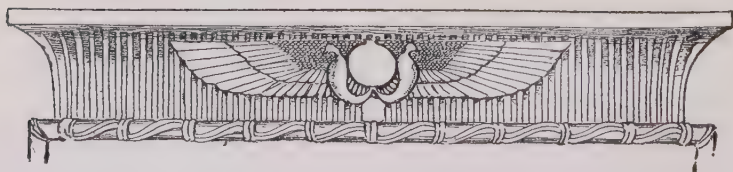
If one points to the lost arts of Egypt and some of the older countries, the examples merely prove the general rule. One manufactured product in which the ancients excelled is overweighted by a hundred other superior products of today.

The Golden Jubilee, in which the Wanamaker Stores celebrate their fifty years of business, is thus a world's exhibition of this Golden Age of Merchandise. For the Wanamaker Stores are every day a world's exhibition of the best merchandise that man's mind has yet conceived and man's hand yet fashioned.

It is also true that this is the "Golden Age of Merchandising." Never, since trading began between men, was it carried on with such high ideals, such conveniences, such accuracy and justice, with such mutual benefit to the public, the trader and the manufacturer, as it is conducted today.

The world has greatly sharpened its conscience within the last fifty years.

Commerce is the whetstone.



CHAPTER II.

WANAMAKER MERCHANDISE.

Trustworthy Goods only. Straightforward one price. Exactness of all Statements. Purchases returnable within a fortnight (with few exceptions) for credit, or refund when presented with sales-slip of purchase.

THIS is the guarantee printed on Wanamaker packages, over the name of the corporation.

It is a guarantee of **MERCHANDISE**, for if the merchandise is right at the price paid, the sale will involve **QUALITY, EQUITY, SATISFACTION**, and there will be no return of goods.

Conversely, there can be no equity nor satisfaction without merchandise of **QUALITY**.

Trustworthy goods only!

In the early days of Wanamaker storekeeping goods were marked with different color tickets—"first grade," "second grade," and so on. Guarantee of quality was such a new thing that it was necessary to tag plainly each grade of goods.

Today Wanamaker quality is so well known that the broad, general guarantee covers everything.

"Return what is not satisfactory." There can be no stronger guarantee than this of both quality and price.

Wanamaker merchandise is now accepted as standard.

It is so accepted because it is the best merchandise that can be procured at the price asked.

It is also exactly what it is represented to be.

LINEN at Wanamaker's is LINEN—pure flax fibre. No union linens (cotton mixed with linen) are sold.

WOOL is PURE WOOL. All fabrics used in Men's Clothing are PURE WOOL, under acid test.

SILVER is sterling silver, .925 fine, the English standard.

GOLD is marked by the karat—10, 14, 18 or 22 karat, as the case may be.

DIAMONDS are perfect, unless otherwise stated.

Wanamaker furs are always true to name. Even skunk is called skunk, instead of sable; can there be any test of sincerity more severe?

In bedding, horse hair is horse hair. When other hair or fibre is mixed in, the tag plainly indicates the mixture.

Upholstered furniture is stuffed with exactly what the label shows.

Blankets and muslins and linen sheets are the exact size in inches the ticket indicates. Misleading "quarters," as measurements, were long ago discarded.

Spool thread and ribbons are the exact length of the marks of quantity on the spool or bolt.

There need be no inspection of weights or measures in the Wanamaker Store. The store is its own inspector.

When the National Pure Food Law (covering toilet articles) went into effect some years ago, it was unnecessary to change a single Wanamaker label.

Wanamaker candy has always been pure.

In writing paper, the Wanamaker Store originated the practice of selling by the pound—to give full value for the money paid.

Where leather is used—in shoes, gloves, luggage, the binding of books, or in harness—the name used in its description is accurate.

A foreign label is never used on domestic goods. Paris millinery and Paris lingerie come actually from Paris. London hats for men come from London. Wanamaker's was perhaps the first to take misleading labels out of hats and millinery.

Oriental rugs are always genuine. Turkish rugs are never sold for Persian; nor washed rugs as antique—unless they really are antique.

In furniture, mahogany is mahogany—not mahogany finish.

No special credit is assumed for this genuine way of selling genuine merchandise. It is merely part and parcel of the Wanamaker System, which outgrew old misleading practices and set up the new Wanamaker Standard of merchandise and of merchandising.

To bring about the new conditions, however, it was necessary to become a manufacturer of certain classes of goods which could not be bought in the open market.

And to this day—a sidelight on the tenacity of old customs—the Wanamaker Stores are compelled to make their own laboratory toilet products, their own candy, their own bedding, and to plan, originate and have made to their own specifications many kinds of goods.

This makes Wanamaker merchandise **DISTINCTIVE** as well as genuine. It gives it the touch of novelty, of

exclusiveness. "Things always seem different at Wanamaker's," people say—and they are different. To sell what every other store sells is not the Wanamaker custom. If this were its whole ambition there would be little use for the Wanamaker Stores, little warrant for building them up to their present giant proportions. Nor could they have been built up on this basis—of doing what has already been done, and no better. It is only the store that does an old thing better or a new good thing well that prospers beyond the average.

There is, therefore, a three-fold test of all Wanamaker merchandise—

1. It must be genuine.
2. It must be original, whenever possible.
3. It must be what people want, as well as original.

As a fact, nearly all Wanamaker merchandise is made to the stores' order—to Wanamaker Standard—which continually keeps a little in advance of the general standard.

CHAPTER III.

AMERICAN MERCHANDISE.

SINCE the markets of the world are open and free to all, the Wanamaker Stores hold it a public duty to select in any market the best merchandise that can be procured.

Where qualities and prices are equal, this duty is fulfilled by patronizing first American manufacturers.

Since Wanamaker's originated in Philadelphia, it goes a step farther and gives preference in the Philadelphia Store, wherever possible, to home manufactures.

Wanamaker's was the first large store in this country to hold "American Week," with special displays of American manufactured products—a practice now being copied (in 1911) in London and other cities of England, where the stores are having a week's exhibit of British products.

It was the first to hold an exposition of American industries, exhibiting in motion the machinery on which these manufactured products are made.

It was the first to organize an exhibition of Philadelphia manufactures.

From the very first it formed strong, mutually helpful alliances with home manufacturers, which exist to this day.

When the Philadelphia Store inaugurated American Week, October 17, 1904, giving over the store's displays to American-made goods and exploiting American products, it received many telegrams from United States Senators and Governors of States, some of which follow :

I approve most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.

WM. P. FRYE,

U. S. Senator from Maine.

Any movement that tends to encourage the use of American goods in preference to foreign, deserves the support of all patriotic citizens. You are doing a work that will be of inestimable value to the best interests of our country.

J. H. GALLINGER,

U. S. Senator from New Hampshire.

You are to be congratulated on the policy adopted for promoting the development and extension of trade in American goods. Every effort in this direction is for the welfare of the country at large.

JOHN F. DRYDEN,

U. S. Senator from New Jersey.

Your method of setting forth and emphasizing the value of domestic products deserves commendation of our people. The impetus of your initiative movement will be felt through the country, resulting in appreciation by consumers of the superiority and cheapness of American products and giving encouragement to the manufacturers who aim to make their products conform in quality, mode



I APPROVE most heartily of your practical endeavor to persuade Americans to make use of American goods, and I sincerely hope that success may crown your efforts.—*Hon. Wm. P. Frye, U. S. Senator from Maine, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*



YOUR plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our country.
—*Hon. Robt. M. LaFollette, United States Senator from Wisconsin, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

of preparation and prices, to the tastes and requirements of the American people, and believe they are by right entitled to preference in American markets. They therefore demand that the Government shall effectually protect our people and themselves against competition by adulterated and falsely labeled goods.

THOMAS R. BARD,
U. S. Senator from California.

I congratulate you heartily on your campaign in the interest of manufactured products of the United States. The movement is patriotic, and undoubtedly will prove fruitful in industrial results.

JOHN H. MITCHELL,
U. S. Senator from Oregon.

Your efforts to favor manufactured products of the United States is very laudable. Will result in great benefit. Wish you great success.

W. A. CLARKE,
U. S. Senator from Montana.

Most heartily approve your plan to encourage the use of domestic manufactured products. The display of American goods you propose should aid materially in popularizing home manufactures.

F. E. WARREN,
U. S. Senator from Missouri.

Your wholesome policy of specializing on American products is most commendable and as illuminating as a world's fair.

T. C. PLATT,
U. S. Senator from New York.

You are doing good work. United States should manufacture everything her people need.

LEVI ANKENY,

U. S. Senator from Washington.

I congratulate you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.

BENJAMIN B. ODELL, JR.,

Governor of New York.

Am deeply concerned in all efforts directed to the up-building of our home industries. Shall watch the result of your experiment with interest.

JOHN H. MICKEY,

Governor of Nebraska.

Retailers are responsible for the unnatural foreign goods fad. I heartily approve of your efforts to counteract this delusion, which should have been dispelled years ago.

CHAS. M. HERRIED,

Governor of South Dakota.

Your plan to advance American manufactures by a classified display of domestic production by States must awaken a new interest in the high quality of our production, both in material and workmanship. You deserve the support and encouragement of every loyal American. The proposal is worthy of the great commercial enterprise which has carried your name into every home in our county.

ROBT. M. LAFOLETTE,

Governor of Wisconsin.



THE publicity which you have given in the home of the first great Centennial celebration to the Louisiana Purchase Exposition, which is the latest great centennial celebration in the life of our common republic, is cordially appreciated.—
David R. Francis, Governor of Missouri and President of the Louisiana Purchase Exposition at St. Louis, to John Wanamaker.



I CONGRATULATE you on the broad Americanism which prompts you to give over your stores for the week of October 17 to a display of the products of American manufactures. I am in hearty sympathy with the motive which thus prompts you to exploit our own products, and am sure it will have a stimulating effect upon American industry.—*Hon. Benjamin B. Odell, Jr., Governor of New York, in a telegram to the Philadelphia Wanamaker Store, October, 1904.*

Any movement looking to the encouragement of American industries should be approved.

MYRON T. HERRICK,
Governor of Ohio.

I commend your efforts to encourage the use by Americans of home manufactured products. An exhibition such as you propose will further this end, and will, no doubt, give a new impetus to an American industrial movement. May your work prove successful.

EDWIN WARFIELD,
Governor of Maryland.

We are very much interested in the encouragement of American manufactured goods. The entire proposal you submit has our hearty approval, and will do all in our power to encourage and further the successful consummation of this highly American movement.

JOHN HUNN,
Governor of Delaware.

American manufactured products are, in the most cases, superior to foreign goods. American workmen excel in any line which they undertake. Your effort to emphasize this superiority deserves every encouragement, and should stimulate greater interest in American industry.

JOHN F. HILL,
Governor of Maine.

The movement you propose to inaugurate will undoubtedly be of great benefit and stimulus to manufacturers of American goods, and I most heartily endorse it.

HENRY ROBERTS,
Acting Governor of Connecticut.

Your idea of exhibiting only American manufactured products week of October 17 is commendable, and should be encouraged.

C. J. BELL,

Governor of Vermont.

With any producer, the only Wanamaker condition of purchase is: The merchandise must be genuine, in demand, and the best procurable at the price.

But BEST is a large word when applied to merchandise. It includes not only quality of texture, but originality, color, art, design and fashion.

America is still a pioneering country. She is still at work on the firing line, conquering the soil. She has not the leisure yet to give to Art and Fashions.

And so it becomes necessary to go into the older countries of Europe and the East for certain artistic and fashionable merchandise, in which they still excel.

The establishment of Wanamaker merchandise centers in the Old World, their purpose, their benefits to the public, and their aims are now explained in the succeeding chapter.

CHAPTER IV.

FOREIGN MERCHANDISE AND ORGANIZATION.

THE United States Government, in common with all other important countries in the world, found it advisable, and even obligatory, to establish in the capitals of foreign nations an Embassy, an Ambassador, a Consul-General and a staff to conduct foreign business, to promote good understandings and to keep the Home Office constantly in touch with important foreign events.

Exactly this sort of transatlantic organization, in a mercantile sense, is what the Wanamaker Store found necessary to establish in the beginning of 1880.

“Mr. A. A. Butler sails today to open an office in Paris as a permanent facility for buying goods and executing commissions within the scope of our business.”

This is the way it was announced in the Philadelphia papers on December 22, 1879.

Up to that time the Wanamaker foreign business was transacted in the way then common to all American stores, through commissionaires. Mr. Butler became the first resident buyer in Paris of the Wanamaker Stores. Soon after his establishment in the city began that procession of the chief merchandise men of the store to the

shores of Europe, which has been without cessation to this day.

Besides the purchases of gowns, silks and millinery, with which the resident Paris buyer was especially charged, shipments of notions and dress-trimmings, toys, commercial stationery, perfumes and dress goods were the first important foreign merchandise to be extensively dealt in by this store.

In October, 1889, it was found necessary to have a special building for the Wanamaker Paris organization. Temporary quarters were secured at 46, Rue du Faubourg Poissonière, until on January 1, 1890, the Wanamaker Bureau was opened at 5, Rue Rougemont, under the personal supervision of Rodman Wanamaker, who at that time took up his residence in Paris.

But in nine years' time the growing Paris business found these quarters cramped and small. In October, 1899, a move was made to 44, Rue des Petites Ecuries, to the old French mansion which it still occupies today, after having let out all possible tucks in the building and raised the roof to gain an extra floor!

A. T. Stewart, Stern Brothers, and Arnold Constable, who were operating a wholesale along with a retail store, already had Paris offices, but the Wanamaker Paris Bureau was the first foreign organization to be established by any purely retail American business.

It is not a store as some people believe who read on the announcements, "Philadelphia, Paris, New York," but it is the headquarters for all Wanamaker people on their trips abroad; the shipping and banking office for goods bought on the Continent; and a Bureau of Information for any American travelers who care to make use of it.

The French, it is generally agreed, possess an artistic inspiration that belongs to no other nation, and that shows itself in the colors they invent, the fabrics they weave, the gowns and hats they fashion, and in even the most humble things of their every-day life. Much of this atmosphere the Wanamaker Paris Bureau transmits to America in the goods that come from the other side, and much of what is "different" in Wanamaker's is due to just this service.

Everyone who knows Europe comes upon corners in the various Wanamaker salons where one has a sudden feeling of being on French soil—so faithful are the surroundings in *spirit* and in physical resemblance to the Paris shops and streets.

The wind that blows from France not only brings shiploads of French goods, but it blows a breath of inspiration through all the American stocks, filling them with many special ideas collected by Wanamaker travelers abroad. Gradually, too, the refinement, the good taste and the beauty that are the French birthright have been blown in.

Paris is the world's great atelier of woman's fashions. The ideas for everything that a woman wears are born there, and developed with wonderful and exquisite facility and resourcefulness. Very naturally, then, the attention of the Paris staff has been largely centered upon a quick and accurate fashion service, which has kept the Wanamaker Stores in the first position of prominence as fashion authorities.

By letter and by cable and by express steamers, so swift and sure a communication is established between the stores and the Paris watch-tower that Paris scarcely

dreams a new idea before it is heard there, nor produces a novelty before it is on its way to these shores, to be seen at Wanamaker's first in America.

The Dagobert gown was worn in a play at the Comédie Française December, 1908. Sketches and descriptions came by a fast boat—and the Wanamaker Stores presented Moyen-Age fashions to America before anyone else had the hint.

Reboux brought out the summer hat with the velvet bow—and in ten days time the hat itself had arrived, and was on view in the Wanamaker Millinery Salons.

Marcelle Demay made a coiffure for pretty Mademoiselle Prince—and New York and Philadelphia saw it at the very moment when Paris was applauding it.

Doucet and Poiret launched the trouser-skirt—and the same day a cable flashed to the Wanamaker Stores carrying the news, so that all America heard what new turn a woman's costume had taken.

About September, 1909, the Wanamaker Paris Bureau decided to incorporate its fashion news into a small fashion magazine, which was given the name of "*La Dernière Heure à Paris.*"

This magazine, now being copied far and near, is the only one of its kind, having a staff of artists and fashion writers who reproduce faithfully the best ideas in fashion as it shows itself at all the events of daily Paris life.

There is not a "grand marriage" that takes place in the French capital; not an exclusive reception or soiree; not an ambassadorial fête or dinner; not a "première" at the theatre; not an important race-meeting or reunion; not a "vernissage" or salon of note; not a fashionable restaurant; not an exposition chez les grands couturiers,

where there is not a Wanamaker representative to note what's what and to keep the store *au courant* with the trend of events. Small difficulty in purchasing and producing the right fashions with such a background of authentic information!

The eyes of everyone were turned upon "La Dernière Heure à Paris" when in February, 1910, it published in America the first pictures of Rostand's "Chantecler" a month before the play was put on the stage. The issue of the magazine had not been on the street an hour before one of the great news agencies telephoned the Wanamaker Stores to ask permission for the use of the pictures to send to the press of the United States. This carried with it far and wide the name of Wanamaker and its association with Paris.

It is safe to say that no other fashion publication has such entrée into the courts of the dressmakers or publishes such authentic photographs and sketches of fashion actually worn by the leaders of Parisian society.

The cinematograph has also been employed by the Paris Bureau to aid in showing the right fashions to America: through it the stores have been able to present exact motion pictures of gowns worn in the Bois de Boulogne, at Bagatelle, at Longchamps and Auteuil and Chantilly, at Madrid, Armenonville and Pré Catalan. By the courtesy of a distinguished couturier, Wanamaker's were even able to show in a cinematograph film how a Parisienne chooses and tries on her gowns in a Paris Salon.

To make better known the exclusive novelties constantly coming to the store from Paris makers and designers, there was inaugurated in 1908 in both the

Philadelphia and New York Wanamaker Stores an exclusive little exposition called the "Paris Conference," at which the most recent and the finest examples of French manufacture were shown, together with a glimpse of the new styles in millinery and gowns. For this the Paris Bureau gathered quantities of the bibelots, the parures, and the articles de luxe that are dear to a Frenchwoman's heart. The great success of this Conference has warranted the holding of others, and the event is now eagerly watched for each Spring and Fall by women of fashion.

The weekly shipments of new millinery that are sent from the Paris Bureau to the Wanamaker Stores, during the important seasons, keep the Millinery Salons constantly brimming with new ideas, and put on the heads of American women the exact models which are being worn in the fashionable foreign resorts.

Beginning with 1893, the stores have twice a year given exhibitions of Paris gowns from the great couturiers, showing them in so original a manner, to bring out the keynote of the season, that people come great distances to see these artistic presentations. And pictures of these Fashion exhibitions are published in art journals in Paris, London and other foreign cities.

It has been fairly said that the Wanamaker Stores have lifted the presentation of fashions into the realm of art.

In 1892 the section of Paris lingerie and corsets was opened in the Philadelphia Store, and this business has been growing steadily ever since.

The quick services rendered by the Paris Bureau to that portion of the stores which is interested in fashions is also furnished to the Book Store by sending it foreign publications immediately upon their* issuance from the



Paris Office of the Wanamaker Stores—44 Rue de Petites Ecuries, Paris.



Paris Exhibition of Gowns, Wraps and Costumes. Posed on American Women, in the Wanamaker Philadelphia Store, October, 1910.



The Wanamaker Oriental Watch Tower, Yokohama, Japan.



A Corner in the Oriental Salons, Wanamake: New York Store.

press. Scarcely a week goes by that does not bring new French novels, poetry or dramatic works to put on the shelves below the French classics that are at all times to be found at Wanamaker's.

Through its Paris Bureau, Wanamaker's has been able to undertake the selling of antiques—the first venture of its kind in a general American store. Dispelling mystery and mystification, the Curio Shop sells what is gathered with the exact information about it—no more nor less.

A very interesting and valuable part of this work has been the collection of old tapestries which, being sold at fair profits only, have proved a surprise to all who found them in the stores.

However advanced and improved Wanamaker business methods may be over those of the Old World, it is rarely that one of the scores of people who make yearly or twice-a-year trips abroad for the stores does not discover something worth knowing and worth bringing back to adapt to the new conditions at home.

It is intended that the Wanamaker Stores shall contain the best of Europe, as well as the best of America, both in methods and in merchandise.

If the records of the Custom House were open to public view it could easily be seen that year by year Wanamaker foreign importations have increased in quantity, until in the year 1910 millions of dollars worth of the products of France, Germany, Italy, Switzerland, Ireland and other countries of Europe and the Orient have been inspected at the New York and Philadelphia landing ports on their way to the Wanamaker Stores.

For his services rendered to commerce in France, Rodman Wanamaker, the head of the Paris Bureau,

received the decoration of Chevalier of the Legion of Honor in 1897, and in 1908 he became Officier in this order.

Commercial and personal relations of the Wanamaker organization with France and the French people were never so cordial, important and sympathetic as at this time.

On August 29, 1910, Paris for the first time learned American methods of publicity by the publication of a Wanamaker news page three times weekly in the Paris edition of the New York *Herald*.

These pages interested and surprised the Paris public, and Americans abroad learned through them as never before, perhaps, the close relations existing between the Wanamaker Stores in New York and Philadelphia and the foreign centers of merchandise.

A Wanamaker Merchandise Bureau was established at Yokohama in 1909, and within the last year has been laid the foundation for the opening of a London office, through which shall be cemented trade connections with another great capital, making the Wanamaker Stores a still more important representative of foreign lands in America.

The Philadelphia and New York organizations may be called the two legs on which this business stands; the Paris, Yokohama and London Bureaus its hands that reach out to the remotest corners to procure the world's best.

CHAPTER V.

ROMANCE.

THIS book on Merchandise, as part of the Golden Book of the Wanamaker Stores, would not be complete without a chapter on ROMANCE—the romance of Merchandise and of Merchandising.

Here the appeal is to the imagination—the only excursion to the realm of fancy permitted in this Golden Book of facts.

There are facts here, too. Out of the very merchandise itself there is woven before one's eyes a Golden Merchandising epic, such as the Golden Book of Venice never recorded.

Study, for example, the exquisite beauty of yonder bit of rare Venetian lace, and there is presented to the imagination moonlit evenings on the Grand Canal.

Examine the characteristic Swiss designs of these quaint textiles, and recall the tranquil Vale of Chamonix, and the Alpine glow upon Mont Blanc.

Trace the sacred Buddhist emblems on this vase of Japanese Cloisonné, and be reminded of the sacred Grove of Nikko.

Observe the infinite delicacy of one of these Viennese sculptures, and be transported to the blue Danube.

Contemplate the wondrous hues of the rare Eastern silks, and about them there still seems to cling the all-pervading, sandalwood scent of the treasure-laden Orient.

Inhale the subtle fragrance of one of the French perfumes, and there is suggested the lovely rose gardens of Southern France.

Behold the ancient symbolism, and experience the caressing touch, of the silken, high-caste Oriental carpets, and there comes a vision of another garden, in which blooms with fadeless beauty that perfect flower of architecture, the Taj Mahal!

Whichever way one looks in the Wanamaker Jewelry Stores an almost endless vista of imported jewels and virtu confronts.

What an unfailing delight these Japanese corals are to lovers of beautiful things! And the lovely "Roseate" cameos. Both are found in the waters that lave the "Land of the Rising Sun," and are sent to lapidaries and artists of Naples to be cut or sculptured—as only the ingenious Italians have fashioned them for generations.

Also from the Mikado's realm come these wonderful "Culture" pearls—in no sense artificial, but brought within the means of almost anyone through Japanese methods of cultivation.

The imports of Bohemian garnets, ambers from the Baltic, fine Florentine mosaics, Hungarian jewels, reproducing those of the old nobility, combine to form a Continental exhibition alone; as do the beautiful wrought Dutch silverwares, German art metals, English Sheffield plate, French Ormolu clocks, choice Viennese bronzes and the celebrated "Fleurigny" opera glasses, of which Wanamaker's are sole American distributors.

Every year Wanamaker book collectors make their pilgrimages to the quiet, cloister-like shrines of the worshippers of fine English bindings. Shops that are as far removed from machine-made methods, and where books are wrought with the same loving care as were those of the monkish book-makers of old.

In the queer old bookshops of London and Edinboro are sought those publications which one keeps for a lifetime—old and rare editions. These are taken to London and bound by such past masters of the art as Zaehnsdorf, Riviere and Morrell—ready then, in their substantial and beautiful bindings, to be handed down in the family from generation to generation.

Many of the books are illustrated by such master artists as Cruikshank, Leech, Rowlandson, Crowquill and Phiz. The collections in both the New York and Philadelphia Wanamaker Stores are said to be the most finished and comprehensive of their kind.

A "Little Journey" to Wanamaker Linen Stores, with ninety-seven per cent. of their merchandise representing every linen-producing country of Europe and the Orient, is like a tabloid tour of other lands, and especially suggestive of Erin, lovely emerald of the Northern seas.

As one notes the Irish linens upon which thousands upon thousands of dollars in customs are paid annually, one again recalls the musically-voweled vales and villages of "Clara," "Avoca," "Glendalough," "Avonmore," "Adare," and a hundred others associated with picturesque Ireland; and one's vision again follows their miles of undulating green fields, mantled with the pretty blue flax-flowers, as ethereal as the dome above them, seeming at the horizon to blend earth and sky into one.

In Ireland, it is said that Wanamaker's is doing more for the linen industry, in fighting the battle for pure flax, than any other force in trade.

No matter whether it is a handkerchief for a few cents or an imperial service-cloth, there is not the smallest thread of anything but pure fibre flax in Wanamaker linens.

Scotland, Ireland, Germany, Austria, France and the Far East are searched for their best in linens, and it is now conceded that the Wanamaker Stores distribute a greater volume than any other single American retail importer.

La Belle France, of which, apropos (excepting Paris), most American tourists know little more than what is seen through a car window, might be called "The Central Sun of Silk Production"—around which other silk-weaving countries revolve as satellites.

Each of the other silk countries of the world is also personally visited by Wanamaker commissioners. Many weeks are spent each season in Switzerland, Italy, Austria, Russia, China and Japan—planning, contriving and acquiring new and novel effects to be presented EXCLUSIVELY to Wanamaker patrons.

The home of many fine white fabrics and dainty embroideries is St. Gall, in the land of William Tell, near that lovely little inland sea, Lake Constance—of which a pretty legend says, when Neptune saw it he became enamored with its beauty and gave to it his likeness in miniature.

Most of the fine Swiss muslins made in this canton are still woven on old-fashioned hand-loom by Swiss peasant women—some of them "eighty years young"—and are so

exquisitely fine and sheer that an entire week is often required to produce a bolt of thirty yards.

But such plain cloths as nainsooks, Persian lawns and batistes come, in most extensive imports, from the famous Manchester markets. Other white fabrics, of which thousands of pieces are imported by Wanamaker's, come from Ireland, Scotland, France, Germany and Austria.

In Japan many of the finest garniture pieces are specially embroidered—as are the semi-made robes from Ireland and China.

In Dress Goods human thought and human achievement meet in the diversity of design and color, and the various methods of weaving.

From France come the rich, lustrous stuffs of wool and silk and cotton. From Scotland her characteristic gingham and her national tartan plaids. From Ireland her fine dimities and other fabrics spun from her inimitable flax. From Switzerland silks, cottons and her finest woolen and embroidered creations. From Austria and Germany their unique patterns in wool and cotton. From Japan her fine crepes, exquisitely embroidered in likeness of her lovely flowers and blossoms.

Neither north, east, west nor south marks the confines of Wanamaker travelers. "What newer, better, finer, or more beautiful fabric can we give our customers than any store has given—at prices that are reasonable, not only on a few conspicuous things, but that are uniformly right?" This is the eternal Wanamaker query.

In dress woollens, as in all Wanamaker wool-fabrics that bear the important stamp, "W"—signifying "All Wool"—they are chemically analyzed, and there will not be found a thread of cotton in a thousand yards.

In Women's Apparel, for nearly half a century the keystone that has crowned the symmetrical arch of quality in Wanamaker's has been newness, novelty, and dependable wearing quality.

The fascination of Paris is as old as the days of the Roman Emperor Julian, who, fourteen hundred years ago, called it his "Dear Lutetia." And ever since that time it has been the birthplace of the freshest thought, the newest style in women's fashions. Paris still outshines all competitors and continues to wear the most polished jewels that sparkle in Fashion's coronet.

Little wonder, then, that an integral part of Paris style creation has been for many years the Wanamaker Paris organization (explained in a former chapter), marking every pulse beat of endeavor at the famous ateliers of Fashion. This "Court of Foreign Fashions" constantly reflects new and fashionable modes, of which many models are created for exclusive sale in the New York and Philadelphia Wanamaker Costume Salons.

Just as Paris is an authority on gowns, so it stands unrivaled in millinery. When a new and great modiste lately appeared on the horizon, Wanamaker's at once sought her. Come to America? With Paris at her feet? But learning more of the House of Wanamaker she accepted the invitation and made a flying visit, installing in both the Wanamaker Stores of New York and Philadelphia French Salons for the exclusive sale of her beautiful hats.

And these hats are at Wanamaker's the very time they are being worn in Paris. They arrive at Wanamaker's as soon as they "arrive" in Paris.

For dainty *frou-frou* for women, Wanamaker travelers go to many other cities and countries.

In Ireland they have abundant opportunity to study and plan the lace coats for the forthcoming season. In Paris, lace robes, net and metal flounces. In Vienna, lace trimmings. In Germany, baby laces. In Belgium, Duchesse. In Switzerland, Rose Points, point Appliques and point Perlee—latest lace creation of the land of hills.

In like manner, the well-springs of Europe are tapped for their airy, fairy intimate things—Paris, of course, for her exquisitely dainty lingerie.

In quest of Art Embroideries journey is made to the foremost cities—Paris being the focusing point. Berlin is another value center for artistic and novel effects and for specially fine qualities.

To impart added grace to the feminine carriage, to mould and accentuate by their art its lines of symmetry and beauty, and to imbue each corset with the spirit of smart Parisian contour, Wanamaker corsetieres make their pilgrimages to Paris with the same ideals that a sculptor would go to Florence.

Just as the "House Palatial" and "Moderate-price Apartments" in the Wanamaker Galleries, New York, hold first place in the hearts of home-makers, so the *Paris Shops* in the Woman's Building offer the utmost in suggestion to those in quest of the last-minute-fashions out of Paris. They are a sort of pocket-edition-de luxe of those of the Rue de la Paix. They proclaim their charming exhibits "*at the Sign of the Fleur de Lis.*"

In these shops, many things just off the steamers are displayed each season. Coming not only from Paris, but from all Continental and Oriental countries, the novelties

in this inspirational assemblage are the focusing point of *derniere* fashions in gowns, millinery, novelties and rare *objets d'virtu*.

As a center of interest to fashionable men, the "Burlington Arcade," a replica, in miniature, of those famous shops in London, holds the same relation to the Man's Store as the "French Shops" bear to the Woman's Store at Wanamaker's. Here are shown the latest and most exclusive creations in Men's Tailoring, Haberdashery, Motor Apparel and novelty requisites that London taste and good etiquette ordain.

In the "home-making arts" few impressions are more memorable than Wanamaker's foreign exhibitions of service and fancy china, art ceramics and marble and bronze sculptures. Wanamaker imports of the former are said to be the most extensive on this continent. The latter comprise proofs of the artistic skill of potters and sculptors whose loving labor has charmed the world.

Among the faiencereries represented are those of Palissy, Rouen, Limoges, Nuremberg, Dresden, Delft, Copenhagen, Naples, Vienna, Derby, and Doulten.

The sculptures come chiefly from Florence and Vienna. Many of the latter are reproductions of sculptors whose fame is deathless. Many are in replica of the incomparable masterpieces, whose originals are now scattered throughout the world, like disentangled pearls.

Musa, the Saracen Conqueror of Spain, once said: "When Wisdom came from Heaven to Earth she lodged in the head of the Greeks, the tongue of the Arabs, and the hands of the Chinese." The arts and crafts of an Empire that was once the birthplace of invention, that made designs on wood a thousand years ago and silk

embroideries in almost pre-historic times, must always be of absorbing interest—as must those of her winsome offspring, Japan.

What shall be said, then, of not only the proofs of Chinese and Japanese skill in ordinary industries shown in the great Wanamaker collection, but every sort of art, craft and skilled design in needlework the Eastern mind conceives! The catalog is literally innumerable. One recent Wanamaker invoice from the East comprised over 200 cases. Just as the Wanamaker connoisseurs visited Tokio direct to study and buy the products of Japanese pearl culture, so they visited personally each of the Far Eastern countries, gathering over three score separate categories of choice and beautiful things from every art and craft center of the Orient.

By the peasant firesides of Europe's great lace-making countries, in the quaint village of France, or among the Swiss mountains, the Wanamaker lace curtain chief lives for many months, supervising the cartoons and special designs upon which these expert needleworkers spend an entire year making lace curtains for Wanamaker's exclusive selling. That all this brings important economies to housewives is proved by the fact that Wanamaker's has become the premiere distributor of foreign lace curtains, bed-sets, and garniture in this country.

With the constantly expanding outlet of the two Wanamaker Stores, there has come a new era in marketing Oriental Rugs. Coming direct from the original assemblers in the Persian marts, and eliminating wasteful and extravagant intermediate profits, the Wanamaker Stores have broken all the costly Persian price traditions.

One of the most valued sources of Wanamaker imports of housewares is Germany, where the German housewife is interested in every labor-saving device and kitchen utensils that aid in the preparation of palatable dishes. Every similar device produced by the skilled artisans of France and England is also sought by Wanamaker foreign buyers—not forgetting the innumerable styles of Bavarian baskets, which in that basket-making center are as diversified as hats in Paris.

Beginning in January, the Wanamaker Stores prepare a whole year for Christmas Toys. This vast enterprise began 30 years ago. Children for whom toys were then bought are now buying toys at Wanamaker's for their children.

Every toy-making district of Germany, every little hamlet in the Valley of the Thuringer Mountains and in other interior sections, is visited. No pains are spared in fostering the genius and inventiveness of the toy and doll makers, as well as the mechanical talents of those who produce such educational toys as the airship, wireless telegraphy and others. In addition to the unique commercial side of this toy importation, Wanamaker's take peculiar pleasure in its many entertaining and educational features for the little folks. To visit Wanamaker's Toy World *en fete* for Christmas is almost as beguiling to grown-ups as to the children.

Surely there is romance in merchandise to those who have eyes to see. A tour through Wanamaker's is a tour 'round the world.



Interior of Club House of Millrose Athletic Association of the New York Wanamaker Store.



Club House of Millrose Athletic Association of the New York Wanamaker St



etic Grounds of the Meadowbrook Club of the Philadelphia Wanamaker Store.



Mr. Wanamaker throwing out the ball at opening game on Meadowbrook Club Grounds, 1910. Running Races. Base Ball Team.

BOOK FOUR.

PUBLICITY.

CHAPTER I.

“**T**O speak truly of the store and its merchandise” is the simple rule of Wanamaker publicity. All Wanamaker advertising writers keep this precept before their eyes until they learn to keep it in their hearts.

The rule, of course, has many corollaries. But in itself it is fundamental and all-embracing.

Wanamaker publicity gathers its inspiration from Wanamaker merchandise. Wanamaker merchandise reflects the personality of the Wanamaker Store. The Wanamaker Store’s personality is but the composite individuality of the Founder of the Wanamaker business and of those he has gathered about him.

Wanamaker publicity is therefore *Wanamaker* publicity—original, distinctive, changing daily in form and matter as the New Kind of Store changes its merchandise and its environment, but remaining ever true and always the same at the heart. It is a pioneering publicity, cutting its way out of the solid rock of experience, leaving behind a model that is used the world over, but reproductions of which, like all *replica*, are not and never can be original.

See how early the Wanamaker advertising pen touches the merchandise! "When orders are passed for merchandise," says the Wanamaker guide-book, "the buyer of the merchandise shall be interviewed, and all the facts, news, stories and reasons for the purchase be written down and scheduled."

Then follows this injunction: "Advertisements shall be written only on personal inspection of the merchandise."

"Tell the whole truth about the merchandise though it hurts," is another rendering of the fundamental Wanamaker rule "to speak truly of the store and its merchandise."

"Conceal nothing the customer has a right to know," is still another variation.

If cotton is mixed with wool a Wanamaker advertisement must say so.

If the article is a "second" it must be so presented.

Be fair to the merchandise is the one command—understate, but never exaggerate; don't impose on poor dumb merchandise responsibilities that it cannot bear.

If even an accurate statement of fact is so surprising that it is likely to be disbelieved by the reader, enough is explained of the inside news of the special offer to make it carry confidence.

A reason is always given for a special price or extra quality.

Wanamaker writers keep in mind that next to merchandise and service it is the advertisement that adds to or detracts from the store's reputation and character.

Each piece of goods is advertised with the idea of building up business for the whole store instead of merely procuring the sale of one article.

After each Wanamaker advertisement is in proof form, but before it is published, it is verified as to accuracy and sincerity of statement.

It is scanned as to its service and helpfulness to the public.

It is tested as to its economy of space and money—for economy in every branch of merchandising always leads to lower prices.

It is judged as to its manners and language, which assures good English and French, and prevents the slipping through of inartistic or distasteful display, type, pictures or expressions.

Wanamaker publicity takes the attitude of the customer. Its sole purpose is to be helpful to the store's customers in the selection of merchandise that will satisfy. It aims to sell goods, but not to push goods on an unwilling public.

The Wanamaker advertiser stands on the outside of the counter. He puts on the customer's spectacles. He is the people's investigator. He asks himself such questions as the customer would ask the salesperson—and then answers those questions fairly and intelligently, putting them in the form of a clear, readable, interesting statement of fact.

Wanamaker publicity is, in fact, exactly the opposite of what is generally understood to be good advertising. To paint the goods in colors that a store wants people to see, whether it is the true color or not, whether it is to the customer's interest or not, in order to effect a sale, is the very thing Wanamaker publicity avoids.

"Genuinely good advertising," says Mr. Wanamaker, "must give in wording something that will be read about

the goods that are wanted and that will present clearly and exactly what the goods are. It is generally known that common advertising is like barrels of seed in which half of the seed is dead. If all advertising were believed and the goods of the value stated, stores could be made twice as large and business twice as good. It used to be said that it was only necessary to put the name of the store in the newspaper, repeating it over and over for emphasis, that the space might be filled in a striking manner, and thus get the name of the store known to the public—it was thought this was the whole of advertising. Now we know that publicity has a larger and finer field than this—that it must be informative, educative, productive—in a word, scientific.”

CHAPTER II.

IT is not surprising that in reaching this high ideal Wanamaker publicity passed through all the stages of advertising from mere announcement and repetition of the store's name and business to the highly developed scientific exploitation of today.

All great results come through evolution.

Files of Philadelphia newspapers during the Civil War disclose the fact, not generally known, that Wanamaker publicity in those days was partly in the form of verse.

Older residents of Philadelphia remember these verses well—many call them poetry. They linger in the memory because they focused on some of the great events of those stirring days.

Such presumptuous form of advertising, in those serious times, could easily be in bad taste. But these verses, it can be fairly said, were always written within the proprieties and never offended. They treated seriously of a serious subject (to secure attention), but the advertising shot came frankly and plainly only at the end, together with the store's name.

Running in the public prints simultaneously with these advertising verses, the Wanamaker Store also used the mere announcement form of advertising, with its tiresome repetition of phrases.

So it is easy to classify all of this early Wanamaker publicity as belonging to the "Announcement Age." It gave scarcely any information about merchandise and certainly was not educational nor scientific.

With the Wanamaker pronouncement of the new and revolutionary system of store-keeping, including one price, return of goods, refund of money, and freedom of shopping, it was a natural step for Wanamaker advertising to enter the informative stage. If the store was going to turn itself right over to the people in this frank, open way, certainly in its publicity it would bare its very heart to the public and disclose its inmost secrets.

Which is exactly what Wanamaker publicity began to do. It started its frank, simple, plain advertising talks, set in pica type, single column, without display and without bluster or brag.

And these talks revolutionized advertising as the new methods of which they treated revolutionized merchandising.

How the public responded to this new kind of publicity!

People recognized in it at once the Wanamaker personality. The Founder had always greeted his customers as they came into the store, and made sure that they were satisfied when they went out. But here he was talking in the newspapers to hundreds of thousands of people at one time, where in the store he could talk to only hundreds.

Such a thing had never been done before. It was epochal.

The multiplication table was for school children, not for merchants. Yet here was a man who was multiplying by

the tens of thousands the information he gave to individuals. What had the world come to!

It had come to the age of the Multiple Merchant.

Salesmen for years had been giving their customers whatever information they had about the merchandise. The Wanamaker Store now began giving this information publicly to a multiplicity of probable customers.

And the great stores of today were made possible.

Wanamaker advertising became news.

It began to tell the story of the store as the newspapers then were only beginning to tell the story of the world's daily happenings.

It began to give information about merchandise that was helpful to the customer in making their selections.

It was not a lever to sell; it was a lever to buy with.

It had passed beyond the "announcement" stage of advertising—and had led the way into the "informative" stage. Into the helpful, friendly stage.

Light was breaking. Advertising was beginning to be understood.

CHAPTER III.

FROM giving such information as the salesman was able to give to the customer, at first meager enough, it was a natural evolution to interrogate the store's buyers of merchandise and to tell the public what they knew about the goods they had bought to sell.

The "buyer" is the technical man in merchandising, the merchandise expert, who gathers, sifts and buys the goods each for his own individual department.

Here was a fight at once. Buyers were brought up in the old school. They were secretive. "Why should I tell my competitors about my business? Why should I give away my secrets? The public would not understand, anyway, what you are writing about."

Such answers only made the Wanamaker Store more determined. We grow by overcoming.

Then was taken a great step.

With the vision of a prophet and the wisdom of a seer, the Wanamaker Store emancipated its advertising; freed it from narrowness and intolerance. Made it responsible only to Honor, Truth, Good Taste and Efficiency.

No longer could merchandise chiefs dominate the advertising.

Advertising was free.

Free to help the customer.

So revolutionary was this step that few stores have taken it to this day.

Wanamaker advertising is thus the voice of the store.

And the store stands back of every word that voice utters. The advertising word is as good as the store's bond.

But Wanamaker advertising goes further than this. It takes the public into partnership. It constantly sows the seeds of mutuality, which is the very heart of the Wanamaker business.

Here came another stumbling block. The merchandise buyer's stock of information and his willingness to tell, although growing with the larger vision that now came, was not enough.

The Wanamaker Store soon began to send its advertising staff to school on its own account. Independent investigations of the sources, makes, supplies and character of merchandise were made. Fashions and fabrics were studied. Art and craftsmanship became part of the Wanamaker advertisers' curriculum. They traveled over seas. They visited factories. They interviewed artists. They became students of nature and of books.

Another great day dawned. Advertising had become educational.

From this day Wanamaker publicity became a textbook of merchandise and of advertising for other merchants. Its form was copied the world over.

Advertising had at last arrived.

CHAPTER IV.

BUT it is not the form of advertising, nor even its purpose, that places a store in wireless contact with the public, and makes of this advertising a great dynamo of service for mutual benefit. It is the spirit of the advertiser, reflecting truly the spirit of the store and its service, that supplies the current of trade and goodwill.

And the spirit of a thing is its very own—it need not be copyrighted; it cannot be copied nor stolen.

Form is only outward appearance. It follows the customs of a day. It is a matter merely of fashion.

Wanamaker advertising passed through the various forms of type and display. It followed the newspapers in some instances; in others it led. But always it aimed to use that form which would please the public.

In its spirit Wanamaker advertising has always been a leader. It does not blindly follow the Spirit of the Times, but interprets it wisely, and in a sense formulates it.

Now what is the spirit of Wanamaker advertising? Analyze it and you find—

A real first aid to the buying public.

Absolute accuracy and frankness of statement.

Readable type and original display.

Clear expression.

Freshness, newness and distinct style.

Thorough investigation of merchandise.

Systematic and logical presentation.

Always an optimistic outlook.

Justice to the manufacturer, the customer, the competitor, and to the merchandise.

The store's personality.

Mix these ingredients on your palette, and you can paint the picture yourself, or you can see it in the daily Wanamaker advertising pages.



CHAPTER V.

TODAY in its entry upon its present era of science in advertising—the highest stage of all—Wanamaker publicity is still leading the way. Here again the change is internal. It is not one of form. It cannot be seen. It can show only in the result—in the benefits that must come to all in placing advertising, like anything else, on the basis of science.

The more goods a store sells, the more economically those goods can be made and distributed. This is axiomatic.

Presuming the merchant takes only his just profit, the greater return for their money will the people get.

Wanamaker publicity is only a part of the Wanamaker distribution of merchandise—from the producer to the consumer. Distribution of merchandise is a vital part of life in this stage of civilization. The less this distribution costs, the more money is left in the hands of the man who makes a thing and the man who buys it because he wants it.

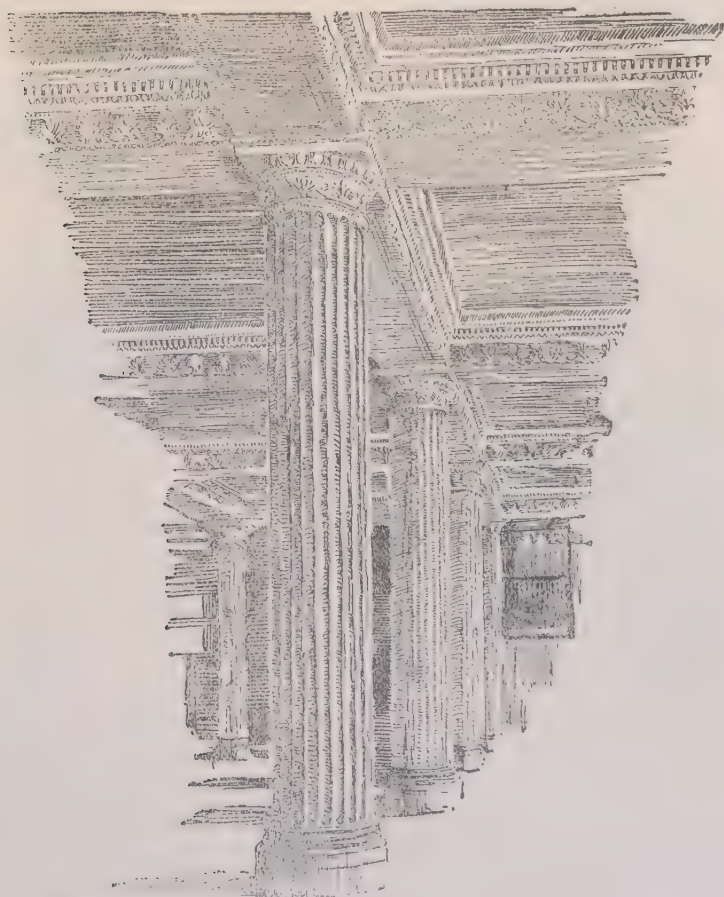
Therefore, as advertising is the first aid in distribution, the more scientific it is made, the less will distribution cost—and the greater the benefit that will accrue to humanity!

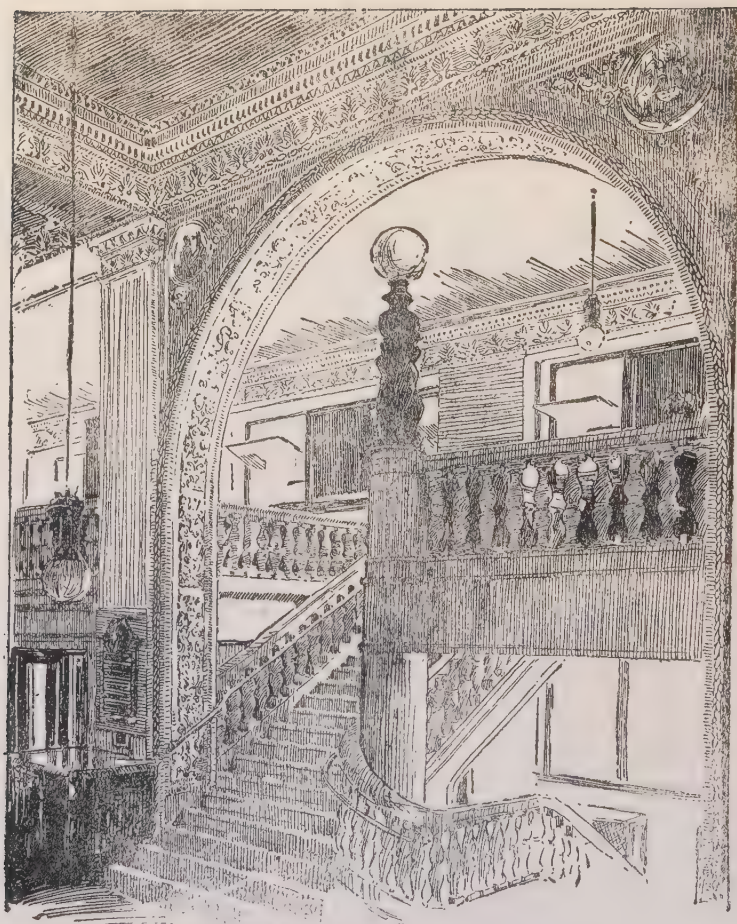
Everybody has a vital interest in advertising. It is

a duty, as useful members of society, to read and respond to advertising—sharing in the general economy that follows.

Merchandising is mutuality.

Scientific merchandising must include scientific advertising.





Stairway in Wanamaker Store, Philadelphia.



ANY movement that tends to encourage the use of American goods deserves the support of all patriotic citizens. You are doing a work that will be of inestimable value to the best interests of our country.
—Hon. J. H. Gallinger, U. S. Senator from New Hampshire, in a telegram to the Philadelphia Wanamaker Store, October, 1904, upon the occasion of American Week.



AS I understand it, this work is an educational one, intended to be for the improvement of the young people engaged in your great establishment. I wish, therefore, every success for so laudable an object.—*Most Reverend Patrick J. Ryan, D.D., Archbishop of the Archdiocese of Philadelphia, to John Wanamaker, on University Day, June, 1908.*

IT is an institution like this Wanamaker Business School which teaches those who have not time to attend common schools or other schools. It gives a training that better fits them for the duty of everyday life and the citizenship of the Republic. It deserves the encouragement of every citizen who loves his city or honors his country. Mr. Wanamaker has put an entering wedge right along that line by teaching all of us, engaged in other educational work, the system of this commercial school.—*Dr. Russell H. Conwell, President of Temple University, Philadelphia, on University Day, June, 1908.*



I HAVE the highest respect for the men and women engaged in trade and industries. I know of no class that contributes more to the progress of civilization. I know of no class that promotes the interests of civilization to a higher degree than the men of commerce.—*Rabbi Joseph Krauskopf, D.D., to the Wanamaker Business People.*



BOOK FIVE.

E D U C A T I O N.

CHAPTER I.

A TWO-FOLD FIELD.

HERBERT SPENCER said: "Every educational institution should be industrial and every industrial institution should be educational."

The Wanamaker Stores have translated this great thinker's theory into terms of everyday life.

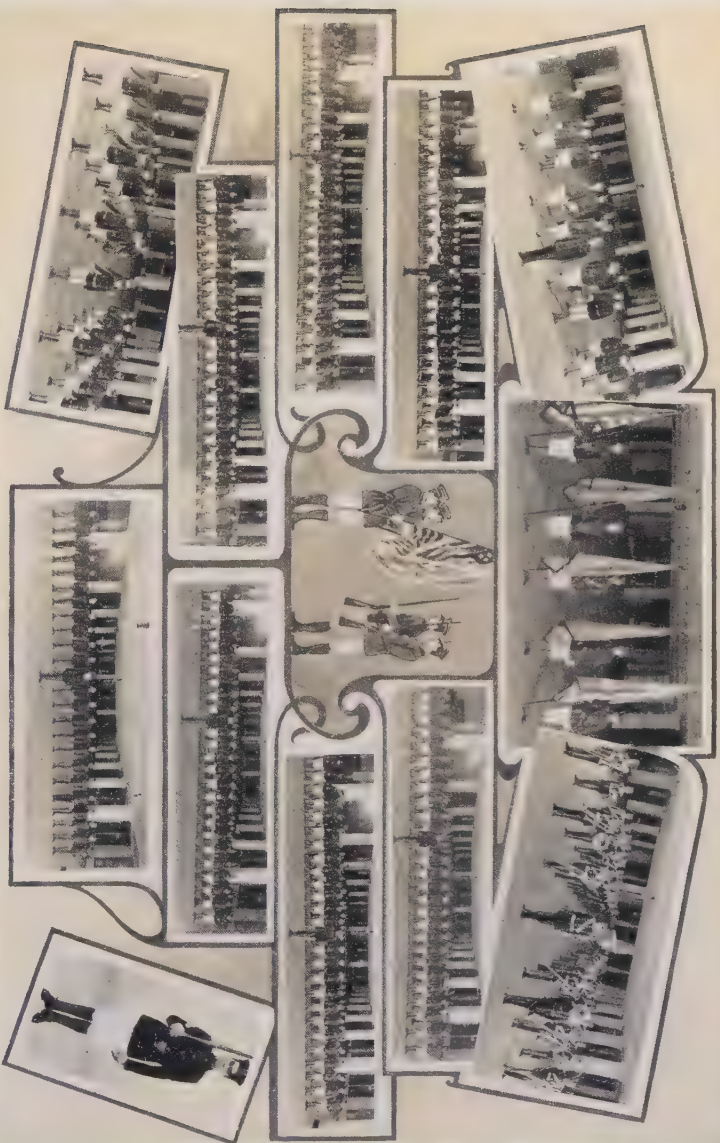
They are centers of learning for the multitudes who daily visit the stores. Their stocks of merchandise are a liberal education for all who come in contact with them. One's eyes are the great gateways to knowledge. And in Wanamaker's every one is free to look, to see, to learn and to enjoy without feeling any obligation to buy.

The Wanamaker system of Merchandising, the store's original methods of trade organization, of distribution of manufactured products, and its translation into everyday action of the economic principles which govern commerce, form a textbook of commercial education open to the merchants of the world.

But to be an ever-changing educational museum for the public, to set up a model of trading, is perhaps the least

important part of the Wanamaker educational work. The business early realized its duty to its own people, and as an outgrowth of this inner educational work begun long ago, it has now established as an integral part of its organization the American University of Trade and Applied Commerce, an educational institution of wide scope, maintained at the expense of the stores, for the special benefit of the thousands of Wanamaker workers in Philadelphia and New York.





Military Battalion, Band and Bugle Corps, and Hospital Corps of the John Wanamaker Commercial Institute.



Setting of Capstone of New Wanamaker Building, Philadelphia, June 11, 1910.

CHAPTER II.

WANAMAKER SCHOOLS.

THE American University of Trade and Applied Commerce was chartered December 10, 1908, under the laws of the Commonwealth of Pennsylvania, and, as set forth in its charter, was formed "to perpetuate the schools of Business Instruction of the John Wanamaker Commercial Institute, founded March 12, 1896, and to enlarge their scope to enable the students while earning a livelihood to obtain by textbooks, lectures and by the schools of daily opportunity such a practical and technical education in the arts and sciences of commerce and trade that they may be better equipped to fill honorable positions in life and thereby increase personal earning power."

The John Wanamaker Commercial Institute, of which this University is the outgrowth, was started in 1896 for the smaller boys in the store, who in the early morning hours of the day were instructed in the regular public school studies of reading, writing, spelling, arithmetic, grammar and bookkeeping, commercial correspondence, with physical and military training and singing.

This led quickly to the starting of a similar school for the young girls, and later a night school for the older boys was added.

These schools include in their courses arithmetic, spelling, penmanship, bookkeeping, English composition, commercial geography, stenography, elocution, history, grammar, banking and finance, commercial history, ethics, French.

Before this Wanamaker innovation there was nothing for such boys and girls to do but to learn a trade or enter a business where only technical training was given, without regard for the development of mind or character.

Whatever the cause, it is true that many boys and girls cannot attend public schools. Some are forced into the world of work by lack of means and the necessity of earning a living. Some must help support mothers and younger children, and some are crowded out of the schools by the physical limitations of our present system of public education. Others are led early in life into business by the natural trend of their minds.

To make good this loss to the boys and girls and at the same time to pave the way to more rapid and satisfactory promotion in the business was the purpose of the Founder.

So was started the John Wanamaker Commercial Institute, not as an advertisement, but as a clear duty to the rising generations stepping upward through store-service.

If ever there was a bit of Philadelphia soil dedicated by the years to the cause of education, it is the historic spot on which this seed sown fifteen years ago has now grown into a great and unique institution of practical learning—the first Store University in the world.

Here, where the towering granite structure now stands, stood the first Philadelphia High School, with its intellectual training.



Invoice Rooms of Wanamaker Stores. Counting Room.



Classes of the John Wanamaker Commercial Institute at Study.

Here was the first High School playground, with its physical training.

Here, later, met the Franklin Institute, with its scientific training.

Here was the moral impulse of the Moody and Sankey revival of 1876.

Truly an educational center by right, tradition and accomplishment.

For many years the young men and women and the boys and girls have been taught in the day and night classes of this Commercial Institute which is now a part of the American University of Trade and Applied Commerce.

Since its founding more than 7500 students have been enrolled, the younger boys and girls composing the morning school, held during store hours, and the older ones staying two evenings a week, having supper free in the store and afterwards reporting to the class rooms.

Now this work has broadened into a full-fledged University of practical learning, in which will be taught the science of merchandising; the history, evolution and qualities of all merchandise sold in the Wanamaker Stores, giving at the same time to the whole store family such self-culture, general culture and enlarged outlook as the universities of theory aim to give.

Text-books and courses are in preparation embracing the principles of hygiene, physiology, ethics, logic, art, music, craftsmanship, and such technical branches as accounting, auditing, investments, finance, banking, commerce and kindred topics.

These text-books will cover all branches of the cur-

riculum, including seventy or eighty manuals of merchandise—one for each section of the stores.

To be included also in the University curriculum are certain branches of the trades, such as dressmaking, dress-cutting, shirt-cutting, shirtmaking, millinery, art embroidery, watch and clock repairing, engraving, upholstering, carpet making and laying and other special technical work of a purely trades character.

University quarters are building as part of the store equipment, with class-rooms, merchandise clinic-rooms, study-rooms, laboratories, gymnasium and rest-rooms.

It is an effective and greatly prized work, connected with which is no publicity except at commencement time, when parents and friends are invited to the regular graduation exercises.

Certificates of Graduation from this American University of Trade and Applied Commerce are of great value as recommendations to graduates removing to other cities.

As an outgrowth of this University idea are many store organizations, among which is the John Wanamaker Cadet Battalion, 450 strong, one of the strongest military organizations of its kind, composed of boys of the stores, who officer themselves and drill regularly.

There is also a Military Band of boys with 75 members, a Drum and Bugle Corps consisting of 65, and a girls' battalion of 200, with their own bugle and drum corps, who exercise and drill according to military regulation, a junior chorus of 650 men, women, boys and girls, an Orchestra of 30, a Violin Class of 35, a Minstrel Troupe, a Dramatic Club, Literary Assemblies, which include all the students and give training in reading and public speaking.



Philadelphia Store Chiefs Visiting the John Wanamaker Commercial Institute Encampment at
Island Heights, N. J.



Wanamaker Store Vacationists at Island Heights, N. J., on a Fishing Trip.

The school's physical work includes calisthenics, United States Army Setting-up Drill and Military Drill, and also regular gymnasium work. These exercises are quickly seen to have marked effect on the bearing and physical development of the young people with Health Lectures by the Store Physician.

The School Alumni Association has 552 members and the Alumnæ 548 members.

In addition to these is the John Wanamaker Chorus, under the direction of a prominent composer and musician; the Women's League, carrying with it a score of classes and associations for mutual improvement in things musical, domestic, literary, social, health of body and mind, etc.; a Beneficial Association, which cares for the sick and disabled, and the Pension Fund for those who grow old in the store's service; also a Hospital and a Nurse Service and a physician in daily attendance, whose services are free to the store people.

At Island Heights, New Jersey, on Barnegat Bay, opposite Seaside Park, and within a few miles of fashionable Lakewood, is located "The Barracks," the summer camp of the Wanamaker Stores. Here in a most healthful place near the ocean and among the pines, with ample room for drills and field sports, many of the boys and girls and young women and men spend their summer vacation. "Headquarters House," with battlements, giving it a military aspect, and army tents, furnish the equipment. Boating, sailing, fishing and sports of all kinds, military drills, dress parade and army calisthenics fill up the days.

The camp, which lasts two weeks, generally begins the first week in August, and at a nominal cost the boys are enabled to enjoy the physical benefits of a two weeks'

sojourn in the open, and the intellectual expansion desirable from what the poet calls looking "through nature up to nature's God."

The activities of this interesting corps are regulated with military precision. Before setting out for their destination the boys meet at the store in full uniform, which consists of a picturesque combination of blue coats, blue hats, white trousers, white gloves and smartly cut leggings.

The daily activities of camp life begin with making the toilet, setting-up exercises and "policing the camp," which is military for putting tents and grounds into spick and span order. After mess the time passes in boating, reading or rambles afield until bathing bugle blows, when all take to the water for a half to three-quarters of an hour. Compulsory swimming lessons are given and most of the boys and girls learn to swim.

Then ensues an hour's interval, after which noon mess is served. The boys again bathe in the afternoon, and this is followed by preparation for a forty-five-minute dress parade, which includes military drill to the music of the band and the bugle corps. Then there is a leisure interval until tattoo, and at 10 o'clock comes the blowing of "taps," when all lights are extinguished.

It has long since been demonstrated that this variety of interests, of education and recreation, entering into the lives of the young people, in addition to their part in the business of the store proper, distinctly raises the personal standard of morals, ethics, mental ability and physical strength, and makes men and women who are filling and shall fill higher positions, with broader outlook and larger income.

So here, then, at Wanamaker's, is the real university—the American University of Trade and Applied Commerce. Its students are the 12,000 to 15,000 men, women, boy and girl workers, receiving an ever-growing education, and at the same time earning their own livelihood. Its pupils graduate from position to position. They are always being instructed in the great school of life.

That there is a public demand for a university where the principles of education may be applied is very plain. It is shown in the fact that universities are adding to their curriculum Commercial, Business, Engineering, Arts-and-Crafts Departments, and it is their intention to send their students out into the business world during their vacations in the summer, into stores, railroad offices, etc., to get practical training.

The twelve to fifteen thousand beneficiaries of the American University of Trade and Applied Commerce have this advantage over students in universities of theory—what they learn theoretically can be practically applied immediately, and with sufficient money profit to enable them to make a living or contribute largely to the support of loved ones or dependents.

They are taught all branches directly allied to trade and commerce or pertaining thereto.

The terms trade and commerce must be carefully differentiated from business. Business is the generic term applied to all human concerns. Trade and commerce refer to the buying and selling of merchandise, or merchandising. When merchandising is limited to one country (as between cities or individuals in the same country) it is technically called trade; when buying and selling is international, it is technically known as commerce.

Gathering, as the Wanamaker Stores do, merchandise from all the countries of the world and distributing it not only in and near Philadelphia and New York, but throughout America and many foreign countries, they form the broadest foundation for a University of Trade and Applied Commerce in the full sense of the phrase.

They do more than educate in the technical meaning of the word.

Commerce is a great factor in establishing a world peace, for commerce goes from one country to another, not with the spirit of combat and conquest, but of co-operation.

"Commerce is the greatest of all educators and civilizers," said the Founder long ago.

To make it possible for each of the thousands of store helpers to derive the largest possible benefit from the work to be done; to learn how to do that work in the easiest and pleasantest manner and to bring the store-efficiency up to the highest point are the objects of this American University of Trade and Applied Commerce.

So eminent an educator as the Rev. Dr. Russell H. Conwell, President of Temple University, Philadelphia, said of this work:

"Mr. Wanamaker has put an entering wedge along the right line by teaching all of us, engaged in other educational work, the system of this commercial school—teaching the people to see what is best for them, and what is best for the citizen is always best for the State."

Today, following the example set by Wanamaker's, industrial institutions all over the country are inviting educational systems into their establishments.

Educational institutions are also studying the work of

the American University of Trade and Applied Commerce.

"Universities of this country," said Dean Johnson, of the School of Commerce of the City of New York, *"know what is going on in Wanamaker's. Just as they make studies of plant life or of the stars, so are our universities devoting scientific attention to what is going on in the Wanamaker Stores."*



CHAPTER III.

PUBLIC LECTURES AND EXHIBITS.

“TO give people the things they want is not enough for the Wanamaker Stores,” was recently written; “they must be a leader in taste—an educator.”

A great store stands for economy, color, harmony, preparation and increased happiness.

It inspires the imagination by bringing from the far corners of the earth the products of the loom, the workshop, farm, mine and studio. It displays these goods so that the public may come and examine them—compare, weigh, analyze, sift, decide and make them their own if they wish.

But this is not enough. Even eyes must be educated. We do not know what we see, but we see what we know. And so people must be taught the methods of manufacture, of the things they wear and enjoy; they must be taught texture and fashions. They must be educated in Merchandise.

To this end the Wanamaker Stores educate their salespeople in Merchandise that they may pass on their knowledge to the public. They spread broadcast in their advertising information about Merchandise. And they give exhibitions and lectures on the goods for sale.

They go even a step farther and present exhibitions and lectures by men of national reputation, in Science, History, Literature, Art and Music. Merchandising is the Science of Living—and practically everything comes within the scope of the Wanamaker Stores.

Educative exhibits of art and life and history have been part of the Wanamaker purpose from the beginning.

In 1894, on April 16th, the history of Napoleon was vividly brought before Philadelphia audiences by an exposition of pictures, emblems and wax-work tableaux representing scenes in the life of the emperor, and prepared by the Paris Bureau after careful work in the musées and galleries.

In 1895 an exhibition from Paris, called "Monarchs and Beauties of the World," was presented in America during the anniversary month of March. It consisted of paintings, busts and pastel portraits of famous rulers of the world; of thousands of French photographs and of 500 or 600 miniatures alone. With these were shown reproductions of the largest diamonds of the world. Part of this exhibit has since been presented to Princeton University by Rodman Wanamaker.

In 1896 the Main Aisle of the old Philadelphia store was transformed into a miniature representation of the Rue de la Paix as it was "during a recent visit of the Czar of Russia." The flags and decorations, and the actual knick-knacks sold in the streets were sent over for this purpose from Paris. At the same time was shown in the store an array of French armor, dating from centuries back, and several famous Paris paintings—"The Charge of the Cuirassiers," Sabatier's "Statue de Strasbourg," and E. Buisset's "La Dernière Gargousse."

The purchase and exhibition of a large number of important pictures from the Paris salons, described in another chapter, has helped to transform the stores into an immense free Art Gallery, where all who wish may see and study and learn.

A new way of acquiring French history was demonstrated to the teachers and the school pupils of Philadelphia in March, 1906, when the story of the French Revolution was unfolded before their eyes in a remarkable Wanamaker Exposition. For this, a life-size copy of the great picture at Versailles, called "*L'Appel des Dernières Victimes de la Terreur*," was sent from Paris, showing the cruelly imprisoned nobles in the Conciergerie, hearing read the list of those who were to go to the guillotine.

Tableaux arranged with marvelously made French wax figures, which were portraits historically accurate in every detail and dressed in costumes of the period, showed Bailly, the Mayor of Paris, on the table at the meeting in the "*Salle des Jeu du Paume*;" Danton delivering a speech; King Louis XVI discovered in an inn when trying to escape from France; the Dauphin in the Temple; Marie Antoinette at the guillotine, and the end of Robespierre. Around these tableaux was shown a collection of many years' making, including costumes, china, engravings, flags, drums, weapons, money and documents of the period.

A small Guignol, or puppet show, made in Lyons at the time of the Revolution to caricature the principal personages in France, told, in an amusing way, to thousands of people daily, the story of the Revolution.

Wanamaker anniversary celebrations, held each year

in March, are always educational. Special national days, honoring the various countries of the world, are celebrated with typical lectures and illustrations.

One day each year in these anniversary celebrations of the Philadelphia Store is set apart as a tribute to the Grand Army of the Republic. Camp Fires are held and addresses made by prominent veterans. In announcing one of these Camp Fires, Mr. Wanamaker wrote:

"The faces of the founder, General John A. Logan, and the early friend of the writer and friend of this store, General John F. Hartranft, the Centennial Governor and Commander-in-Chief of the National Grand Army of the Republic, will recall the heroism and sacrifice of the stormy days of the near past, when for the love of country 400,000 loyal men laid down their lives and 300,000 more of soldiers and sailors were crippled for life. The sons and grandsons of a million devoted mothers and their kin to the last generation will not forget the glorious deeds of their fathers. As the years roll round we shall do our part to keep fresh the memories of the passing heroes."

In 1908 Rodman Wanamaker sent an educational expedition into the Far West to study the North American Indian on his own grounds, in his own home, and in a manner that would compel a true photographic, geographic, historic and ethnic record of this fast vanishing race of First Americans. The expedition was cordially approved and given generous co-operation by the Department of the Interior at Washington, and the records thus made have been deposited in the archives of the United States Government.

Upon the return of the expedition there was exhibited to multitudes in the Wanamaker Auditoriums, both in New York and Philadelphia, a reproduction of Longfellow's great epic, "The Song of Hiawatha," in living pictures which were faithfully worked out with the Indians themselves as the actors and historic natural surroundings as the setting.

In 1909 a second Wanamaker educational expedition was made to the Indian country, and there was worked out in motion pictures "The Last Great Indian Council"—showing the great Indian chiefs then alive—for some have died since the pictures were taken, so fast is the race vanishing.

These pictures were later presented in a private view at Washington to President Taft, the Cabinet, the Diplomatic Corps, the Judiciary, and to both Houses of Congress, who pronounced them the finest Indian pictures ever shown on the screen, and a valuable historical and educational record of American life.

In connection with the Indian exhibition, the Wanamaker Stores have published a Primer on the North-American Indian, and in celebration of Lincoln's Birthday was published an original Primer on "Abraham Lincoln and the Rule of Four," of which 225,000 copies have been distributed.

Both primers are used in public and private schools as textbooks.

In connection with the Napoleon Exhibit a Primer on Napoleon has been prepared especially for children.

As a permanent educational exhibition, the Wanamaker Stores purchased from the Louisiana Purchase Exposition its German display of interior architecture,

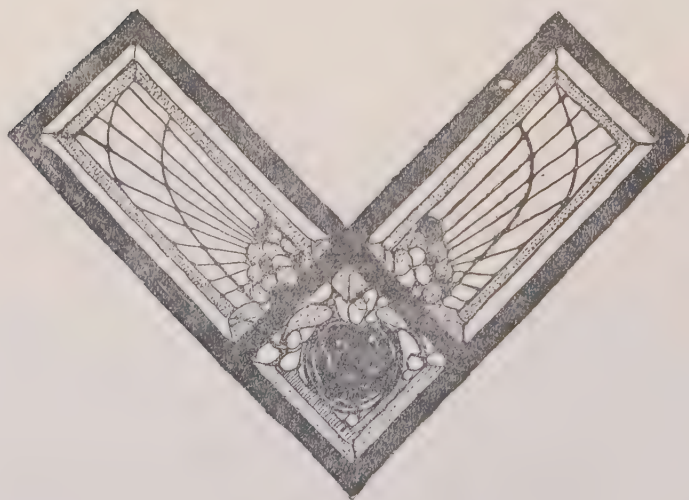
comprising various rooms, fittings and furniture, which are shown in the Philadelphia Store.

In the New York Wanamaker Store, the exhibition of interior furnishings is still more elaborate, comprising the two-story House Palatial and a hundred or more other rooms finished and decorated as ideal living apartments. Of these, Elbert Hubbard has written: "I have visited famous Darmstadt and know the work of the art colony there; I am familiar with Waring and Gillow's of London; I know the Bon Marche of Paris; I have spent hours wandering through the Louvre and the Palace at Versailles; I know the Little Trianon, built to make happy an unhappy Queen, but I speak well within the limit when I say that nowhere in the world can be seen under one roof the wealth of wood effects at Wanamaker's in New York. My prophecy is that when the housekeepers of America awaken to the fact that there is an educational exhibit costing several million dollars, showing the best the world has done and is doing in interior decoration, that Wanamaker excursions will run from all over America to New York City, just to see what man has wrought."

When the first aeronautic meet of the world, at Rheims, during the month of August, 1909, waked up an electric interest in aeroplanes, the Wanamaker Paris Bureau caught pictures of the great event in cinematograph films, which were later exhibited in the Philadelphia and New York Stores. And only a little later it purchased and sent over the first Bleriot monoplane to be exhibited in an American store, an exact duplicate of the model in which its inventor flew across the English channel.

The machine was sold to an American, and still remains in the country.

The Wanamaker Stores were probably the only American mercantile organization to send a special representative to London at the time of the funeral of King Edward VII. A detailed report of the events of the week, accompanied by photographs of the funeral pageant in London and at Windsor, were dispatched by the fastest steamers, accompanied by complete moving pictures, which were displayed in Egyptian Hall of the Philadelphia Store a full week before any other moving pictures of the event reached America.



CHAPTER IV.

ART.

IT is not the usual thing to discuss the artistic side of an immense mercantile establishment of this sort, with its complex machinery and its purposes which seem to the outsider wholly material. It is not even customary to recognize that it possesses an artistic side, or exerts an artistic influence in the community.

For art and commerce have, in some degree, been enemies since the world began. A sea divided them. Whenever commerce approached the sacred shores where art dwelt in a mist of dreams, art fled, crying: "Back! Away! I will not be commercialized. I want none of you! You cannot hope to hold me and bind me and direct me. Art and commercialism cannot live together!"

But here is a man in the beginning of the twentieth century who says: "Art is founded on commerce." (Elbert Hubbard.)

And here is a store that says: "Art goes hand-in-hand with commerce." (Wanamaker's.)

What does this mean in the life of the Wanamaker Stores?

The truth is, that the quality of art comes out in everything we do. Whatever is well done, with sincerity and love of the work and a feeling for beauty, is art. Whatever is badly done, with pretense and half-heartedness and clumsiness, is far from being art. It is not only the person whose soul sings through his lips, or who puts his thoughts on canvas with a brush, who is an artist. The

vehicle of expression does not matter. It is the spirit that counts. The woman who arranges a room charmingly, who dresses to express her personality, or serves a dinner with grace; the man who binds a book in good taste, or turns out a chair that is a pleasure, or lays out a garden to give delight—all are artists in their way.

So, too, is the store that lives up to its highest ideals.

The great granite building that houses the Wanamaker merchandise in Philadelphia says this on the face of it. Suppose it had been a gingerbread, fantastical sort of building, with turrets and fretwork, minarets and Renaissance carvings, and stucco gorgeousness, would it have been art? No—because it would not have been SINCERE. It would not have been SUITABLE. It would not have been SIMPLE. It would not have been expressive of the SOUL within it.

The first plans for this proposed building submitted by the architects may have been good plans, but they were not good for the Wanamaker Store.

“What you must do for me,” said the Founder of this business, “is to strive to say in stone what this business has said to the world in deed. You must make a building that is solid and true. It shall be of granite and steel throughout. It shall stand four-square to the city—simple, unpretentious, noble, classic—a work of art, and, humanly speaking, a monument for all time.”

After this fashion the New Wanamaker Store in Philadelphia has finally been built. Massive in proportion, splendidly simple in structure, classic in outline, it stands with majesty in the center of the city.

“Men are changed by changing their environments.” Cities are changed by changing their architecture. This

New Wanamaker Store has raised a standard of store architecture which merchants and architects may well study as a model. It has done more than that. It has added to the beauty of the city. It has set in motion currents of thought that will result in the improvement of all surrounding buildings in this quarter of the city that in future may need to be reconstructed. And who shall say that just to live in its shadow and to pass daily through the great portals supported by its lofty Corinthian pillars is not turning the minds of thousands of men and women toward a larger appreciation of the fitness and nobleness and sincerity of true art?

The Greeks, it will be remembered, believed that by living among beautiful statues and other fine objects of art a mother could influence the mind and the features of her unborn child.

"My opinion," says a well-known writer of today, "my opinion is, that Wanamaker's is influencing civilization for good to an extent that only the children of the coming generations will realize—and realizing, will be grateful."

But the artistic side of the store is not all on the outside. It is not, to quote the Founder, "one of those noble heads with nothing inside."

First of the large stores to feature artistic decorations (both in the arrangement of merchandise and the designing of settings or fine backgrounds for goods) the Philadelphia Wanamaker Store, in its new habitation, has developed this idea to extraordinary lengths. Egyptian Hall, with its sphinxes and pure style, Egyptian lamps, frescoes and reliefs is a magnificent auditorium, seating 1400 people. The smaller halls surrounding it—Greek

Hall, the Byzantine Chamber, the Moorish Room, Empire Salon, Louis XIII and Louis XIV Suites, and the Art Nouveau Rooms—are perfect types of their respective styles.

Their woodwork and the decorations are so beautiful that the store has been accused of great extravagance in installing them. But it is no extravagance to construct a thing of beauty that will be “a joy forever” and a useful frame for other beautiful things.

The Grand Court of Honor, with its fine marble columns and panels, and its great organ from the St. Louis Exposition, is an imposing and artistic center for the store, binding all the rest together around it, and creating a certain atmosphere that the most remote corners of the store feel bound to reproduce.

The results of this are felt in the artistic assemblage and display of the finer kind of merchandise brought from foreign parts, and its distribution into thousands of American homes, to the betterment of taste, and refinement in appreciation of the beautiful.

There have been, and still are, in the store some exhibitions of fashions and fabrics as beautiful to look upon as a gallery of paintings; and there are, in its workrooms and among the chiefs of staff, women and men who are in their own *métiers* artists as worthy as those whose names are preserved in the catalogs of galleries today.

Here and there, strolling about the store, you will notice hanging on the landing of a stairway or on some wall where the light is effective, a painting that has graced some Old World gallery. In 1906 it was said in one of the store announcements:

"The United States Custom House records will show that out of the Paris Salons we have in the last ten years purchased upwards of six hundred paintings for our free galleries in Philadelphia and New York."

There is probably no other store in the world that has gone into the Paris Salons and purchased the pictures best worth having to decorate its walls. It is largely these paintings and this kind of artistic exhibition, open to all for the coming, that have helped to convert the Wanamaker Stores into vast public museums, quickening the interest of thousands of visitors, and reaching a larger number than many of the museums owned and controlled by the city or the state.

The record of last year at the Metropolitan Museum of Art, in New York City, for example, showed a visitors' list of upwards of a million. The attendance at Wanamaker's reaches an annual total of many millions of visitors!

Some of the pictures now on view in the stores are worth more than a passing mention.

On March 28, 1893, the great painting of "The Conquerors," from the brush of Pierre Fritel, was placed on exhibition. It had been the most talked-of picture in the Paris Salon of 1892, and is perhaps the most talked-of picture in the Wanamaker Store today. With stern and tragic vigor, it depicts the advance of the great victors of the world. Cæsar, Tamerlane, Sesostris, Alexander the Great, Napoleon and the other heroes of the ages, march out of the canvas—and all about them, under their feet, are lines of the pale dead.

"Columbus at the Council of Salamanca," by Frederick Melville Du Mond, was another great picture exhibited

in November of the same year, representing the white-haired mariner standing in the hall of the old monastery of St. Stephen, before an imposing array of the dignitaries of the Church, and pleading the cause of the New World in which he implicitly believed.

The next year and the next the Wanamaker picture galleries were enriched from the Paris Salon, and so each year for ten years, until from the Salon of 1903 was bought the largest single collection ever imported to America from the Salons of France. This comprised 250 paintings, part from the Salon of the Société des Artistes Français, and part from the Société Nationale des Beaux Arts.

They were so comprehensive in subject and characteristic of contemporary French painting as to be of unquestionably great educational value to American art students, as well as a source of true pleasure to the thousands who call to see them.

In that year's Wanamaker importation came "The Netwagon," Jean Pierre-Laurens's remarkable study of toiling fisherwomen against a glow-red sunset background. It has by now become familiar to all who visit the Wanamaker Stores.

There was also "Anathema," by Louis Beroud—a scene of destruction after the eruption of Mount Pelée, dominated by the colossal figure of a woman who personified the wrath or curse.

Another familiar picture of that same year was "The Seat" by the famous artist, Jules Adler. The wretched little family rests wearily upon one of the sidewalk banquettes, while the gay crowd passes behind. It is a startlingly realistic bit of Paris.

Paulin Bertrand's fine landscape study, "Solitude"; Eugene Dauphine's "Toulon Harbor"; Alphonse Lalanize's "News from France"; J. A. Muenier's "Corsican Shepherd"; Carolus Duran's "Provence Moonrise", and Alexander Harrison's "Rainbow" were among the best remembered importations of that year; as also were "Blessing the Sea," a sunset at sea at Brittany, by Alvaro Galiano; "Breton Woman and Cow," by H. Guinier, a pupil of Constant; "The Singer at the Pardon of St. Anne de Palu," a famous singer of holy songs whose tones inspire the sick and weary pilgrims, by Lucien Mouillard; "Madonna," by Lionel Royer, pupil of Cabanel and Bougereau, and "Grandmother," a knitting scene, by Henry Van Melle, of Antwerp.

Each year since has seen this treasure of modern paintings augmented, until the New York and Philadelphia Wanamaker buildings are rich in canvases which of themselves give these stores distinctiveness in the artistic sense and make them at all times worthy of a visit.

In 1903 the store brought from Paris the 300 paintings representing practically the entire studio of the celebrated artist Vacslav Brozik, and arranged them in an exhibit in the Philadelphia Wanamaker's. They are now a part of the Picture Gallery in the New York Store, but are not for sale. Brozik died in Paris in 1901. As a historical painter he has been called "the equal of the greatest."

It is not easy to estimate the value of importations like these. But it is believed that they fulfil their two-fold purpose of encouraging modern French art and educating American art.

The "old masters" who will produce no more canvases on this earth, and whose masterpieces are so carefully treasured behind the bolts and bars of the museums of Europe, are represented in the Wanamaker Stores by the best possible copies it is possible to procure, made with special care from the originals, by skilled artists.

Reproductions of all the beautiful Nattier portraits in the galleries of Versailles must be specially mentioned—portraits of the daughters of Louis XV, of Marie Leczinska and the lovely women of the court—wonderfully true to their priceless originals.

The famous canvas, "Appel des Dernières Victimes de la Terreur," by Charles Louis Muller, which also hangs in the galleries of Versailles, was copied for the store and placed on exhibition in 1906 at the time of the great exposition of tableaux and documents of the French Revolution.

A great bronze cast of the Venus de Milo, the Roman goddess of love and beauty, the size of the original in the Musée du Louvre, will also be found on exhibition in the store, and many busts and statues that are fine copies of the antique.

Only recently have been added many fine reproductions of Old World masterpieces in bronze, including the companion pieces, "Atalanta" and "Hippomenes." Atalanta is at the north end of the Grand Court, and Hippomenes, her suitor, is at the south end.

After Atalanta had grown to womanhood, her father wishing her to marry, she consented, but only on condition that her suitors should run a race with her in the following manner: They were to run without arms, and she was to carry a dart in her hand. Her lovers were to

start first, and whoever arrived at the goal before her would be made her husband; but all those whom she overtook were to be killed by the dart with which she had armed herself. As she was almost invincible in running, many of her suitors perished in the attempt, and their heads were fixed round the place of contest. When Hippomenes offered himself as a competitor, Venus had presented him with three golden apples from the garden of Hesperides, or, according to others, from an orchard in Cyprus; and as soon as he had started in the course he artfully threw down the apples at some distance one from the other. While Atalanta, charmed at the sight, stopped to gather the apples, Hippomenes won the race.

Other superb specimens of fine imported statuary in the Philadelphia Store that call for mention here are:

"Joan of Arc," at the Market street vestibule to the west aisle.

Colossal bronze eagle, by Professor A. Gaul, forged by Armbruster Brothers, of Frankfurt, Germany; weight of eagle, 2500 pounds; weight of granite pedestal, 4500 pounds.

"Diana de Gabies," a faithful reproduction of the original, now in the Museum of the Louvre, which was unearthed in the fateful year of 1792. She was the daughter of Jupiter and Latona, and the twin sister of Apollo, and was devoted to the chase.

"Polyhymnia," one of the nine muses of mythology, and the goddess especially of hymnal music.

These works of art are not for sale. They are intended to put the right note in the stores; to prove that a mercantile establishment can also be allied with the fine arts.

Said Mr. Wanamaker, in an editorial that appeared on a Franco-American day in the Wanamaker calendar:

"What the Paris Schools of Art are doing and have always done for America placed another obligation on us. A member of our organization [Rodman Wanamaker] has been, since 1893, successively Governor, Vice-President, and is now President of the American Art Association of Paris, with which he has been closely affiliated the past thirteen years."

Through this association the stores have always taken particular and active interest in the growth and progress of certain American artists in Paris, whose names are now well known, and it is therefore able to show some of the best examples of their work in America.

The much admired mural decorations in the auditorium of the New York Wanamaker's are the painting of Frederick K. Frieseke, "*Sociétaire*," of the *Société Nationale des Beaux Arts*.

H. O. Tanner, the celebrated artist of the *Société des Artistes Français*, is represented, both in Philadelphia and New York, by a number of Biblical pictures painted with great depth of feeling and sympathy.

The modern movement in French art—the "post-impressionists" as they call themselves—is represented for the stores by Miss Anna Estelle Rice, formerly of Pennsylvania; H. Lyman Sayen, of Philadelphia, and J. D. Fergusson, a young Scotchman, who stands today at the head of the so-called "English School." All of these painters are exhibitors at the *Salon d'Automne*.

In Miss Rice's studio at the present moment is going forward a large group of mural decorations, reminiscent of the days of Louis XVI, which are destined, when completed, for the wall panels above the elevators in the new Philadelphia Wanamaker Store.

So Wanamaker's is always in close touch with many groups of artists of the present day, as well as with old-time schools.

It is worth while, perhaps, to speak for a moment of the artistic value of the Wanamaker advertising pages, for whose illustrations thousands of dollars are spent yearly, among American and French artists; for it is often said that these pages have raised the standard of "advertising art" throughout the country. Recently the directors of an art exhibit in New York City asked the loan of the originals of the Paris posters that had been used in the stores to exhibit as models of their kind.

But of far more permanent art value than this is the work that the Philadelphia Store is doing in its Drawing and Painting Competitions.

Several years ago, in December, was started a Children's Christmas Drawing Competition, open to all children between the ages of 4 and 14 years. This past December, 1910, there were 4410 drawings entered. The only conditions are, that the pictures shall not be copies, but original sketches, and wholly the children's own work.

J. Liberty Tadd, one of the foremost art instructors in Philadelphia, has been kind enough to serve annually as one of the judges in this competition, and speaks authoritatively as to its value. William Mason, Director of Drawing in the Public Schools; Miss Anne Hall, head of the School of Practice of the Girls' Normal School; Miss Sarah Stilwell and Miss Elizabeth Shippen Green have also been members of the jury. The Children's Exhibition is hung every year—not a single picture of those entered is left out!—and it forms a gallery of vital interest to educators, as well as to proud mothers and fathers.

The STUDENTS' ART EXHIBITION, also held annually by the Philadelphia Store, is the result of a desire to encourage more advanced art students, and to offer them an opportunity to show and sell their work, if desired, at no cost to themselves. Although the larger part of the paintings and sketches in this competition are submitted by students in the schools around Philadelphia, there are also many that come from New York, from Chicago, from various other cities—and even from abroad—where news of the competition is gradually spreading.

Such competent judges as William M. Chase, Miss Emily Sartain, Harrison Morris, Miss Violet Oakley, Howard Pyle, Miss Florence Esté, E. W. Redfield, James G. Tyler, Pasquale Farina, and W. W. Gilchrist, Jr., have been among the judges of this exhibition.

When the International American Congress met in Philadelphia in 1889, the store in its daily announcement discussed "The possibility of a great retailing house supplying amusement, inspiration, convenience and some degree of culture to the community."

It was a new idea to the world. The Wanamaker Stores have spent twenty years now in proving that it was a good idea, and that the store which develops only its business brain is, like the man who does this, but half of the rounded whole.

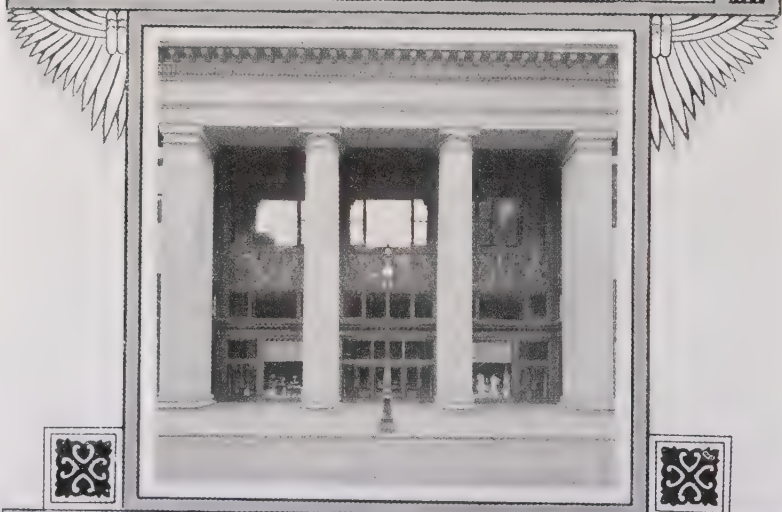
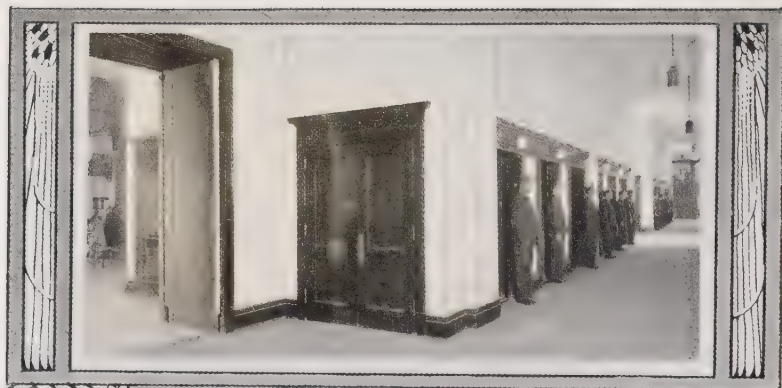
There has been no looking for a reward, but had there been, it would have been found in the unfailing response of the people to each new attempt to improve this artistic and cultured side of Wanamaker's. The stores have grown by doing, and so has the public—

"And to unfold the human into beauty,
That also is art."

Views of the New Wanamaker Store
in Philadelphia.



Grand Court in the New Wanamaker Store, Philadelphia.



View of Elevators and Fire-door. Chestnut Street Entrance.
Subway Entrance.



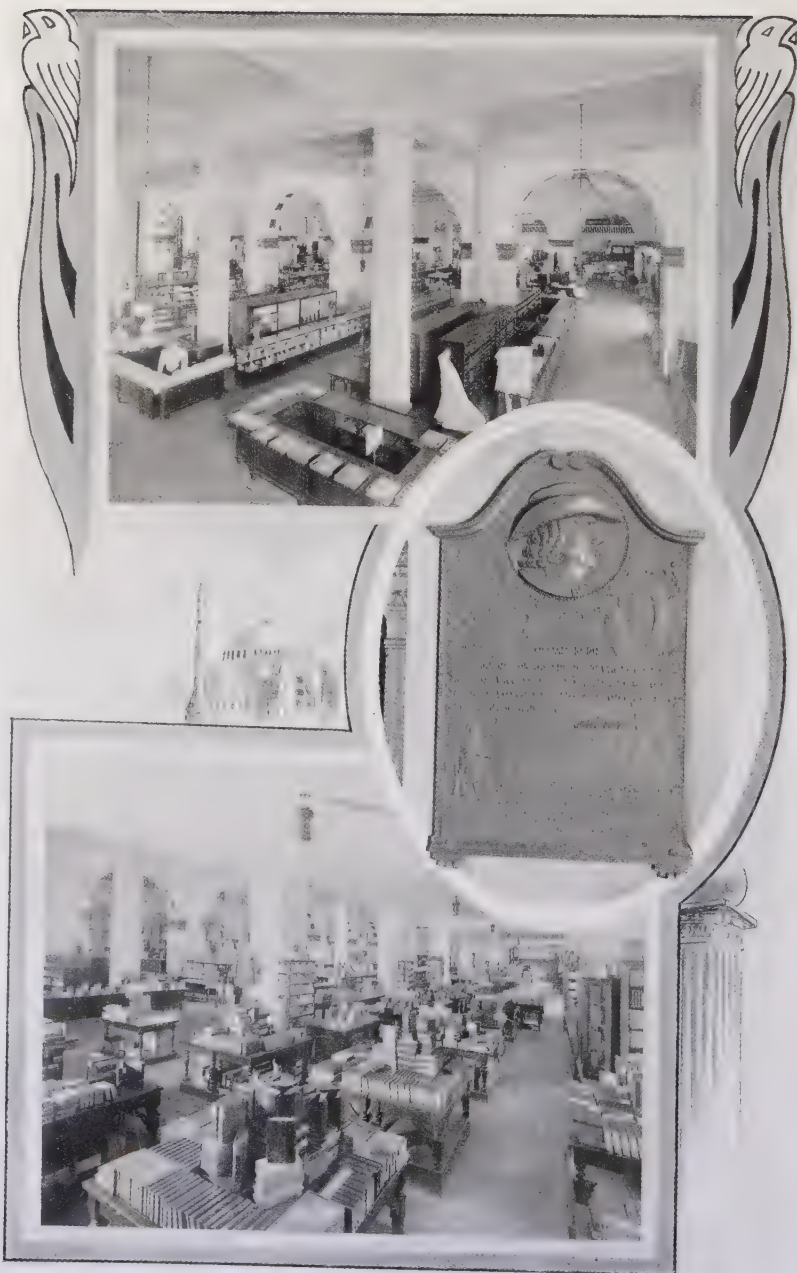
Jewelry Store. Stairway Leading to Clock Gallery.
Diamond Corner.



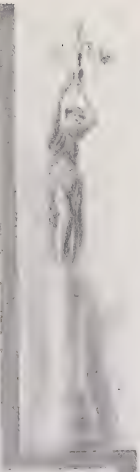
French Perfumery Shop, Grand Court, and Bronze Eagle.



Vista from Grand Court.



Vista of Grand Court from Women's Waiting Room. Penn Tablet.
Wanamaker Book Store.



Views of Clothing Store and Grand Stairway.



Wanamaker Store, Philadelphia, with City Hall in background.



Vanamaker Store, Philadelphia, facing Market and Juniper Streets.



Chestnut Street Windows Dressed in Period Furniture and Furnishings Louis XV. and Louis XVI.



Restroom. Lincoln and Grant Tablets. Greek Hall.



Egyptian Hall, Wanamaker Store, Philadelphia, used as a Piano Salesroom and Auditorium for Concerts and Educational Lectures.



John Philip Sousa, leading the Military Band of the John Wanamaker Commercial Institute, Egyptian Hall.



Corridor in Gallery of Egyptian Hall. Winged Figure and Sphinx.
 Egyptian Hall. Platform and Organ, Egyptian Hall. Stairway
 from Egyptian Hall to Gallery.



Byzantine Hall. Empire Room. Moorish Room.



Vista of Open Area, Chestnut Street Front, Philadelphia Wanamaker Store.

CHAPTER V.

MUSIC.

WITH the opening of the Wanamaker Piano Store, April 15, 1899, musical merchandise, perhaps the noblest of all goods and chattels, was lifted out of the bondage of unfair and uneconomic traffic.

Strangely enough, pianos did not immediately come, along with other merchandise, under the new system of American retailing that grew up with the New Kind of Store. Until offered for sale at Wanamaker's in 1899, they still remained—and remain even to this day in many stores—an object of dicker and barter.

"You may be able to sell other merchandise on the one-price-guaranteed-quality-money-returned-if-not-satisfactory plan," it was said, "but not pianos—the public wants to bargain for them."

Yet pianos are sold to people of the most refined and sensitive taste!

"We shall see," the New Kind of Store responded—and after carefully canvassing the piano manufacturing world, choosing the best instruments and making trade alliances with honored makers, the Wanamaker Piano Store was opened under the full Wanamaker system.

With what result?

Not a piano was sold the first day.

Hundreds of people came and looked.

Piano dealers came, too, nodding their heads and saying under their breath, "We told you so!"

Then the public began to realize the new conditions—slowly but surely.

Slowly, but surely, the Wanamaker Piano Stores prospered—and prospered—until today they are credited with doing the largest annual piano business, not only in the United States, but in the world.

In a single day the Philadelphia Store has sold 223 pianos, piano-players and organs. In a single day! Many a piano dealer is happy if he does this volume of business in a year.

But much more was accomplished by this "commercialization of pianos," as it was termed by competitors.

The standard of pianos was raised; their prices were lowered, and by the Wanamaker partial payment system (piano delivered into the home upon a small first-payment; the remainder of the purchase price to be paid periodically in small portions) pianos were brought within reach of thousands of families who heretofore could not afford to own a musical instrument.

It is thus fair to treat of the Wanamaker Piano Stores under the heading of EDUCATION—for they are vital forces in the musical and educational uplift of the world.

The Wanamaker Piano Stores have been a stimulus to the entire piano business. They have spurred manufacturers on to new and better efforts. They have brought new life into an industry that needed revivification. They strengthened already strong plants, revived some that were on the ebb, built new factories and actually helped to create new instruments.

In the new Wanamaker Stores in Philadelphia and New York pianos have been given artistic salesrooms, the like of which were never seen before, veritable Temples of Music—Egyptian Hall, Greek Hall and accompanying suites of rooms in Philadelphia, and the marvelous salons clustering 'round the majestic Wanamaker Auditorium in New York. Here pianos are inspected, tested and sold in sympathetic surroundings that permit of leisurely, artistic and satisfactory selection—suited each piano to the taste of each buyer.

Small wonder that world-travelers who come to Wanamaker's to see and to learn exclaim: "You have placed music on a befitting eminence; by sending the piano broadcast into the homes of the people you have conferred another blessing on humanity."

But the Wanamaker Stores have not stopped with the mere marketing of pianos and other musical instruments on a sound economic and scientific basis. They have made of their piano business a great musical and educational force, by providing great concert halls of rare beauty, wherein, free to the public, are given frequent musical festivals. In this notable work they have been given the cordial and very helpful co-operation of the musical profession. Here have freely come some of the great musical masters of the world. Here have played great virtuosi of the organ, the piano, the violin and other musical instruments. Here leading composers have interpreted their own original compositions.

To properly carry on this musical work, Egyptian Hall was permanently built within the new Wanamaker Building in Philadelphia—a magnificent auditorium seating 1400 people.

It contains a stage on which a chorus of 500 can sing at one time. It holds a pipe-organ of nearly three thousand pipes with four manuals, a set of chimes and an echo or antiphonal organ, all of which can be played by hand or with an Angelus music-roll.

In addition to this hall, whose architecture is pure Egyptian, with the sphinx, the lotus and other Egyptian symbols as the motif of decoration, there is a Greek Hall, a Byzantine Chamber, a Moorish room, an Empire Salon, Louis XIII and Louis XIV suites and an Art Nouveau apartment—all part of the musical, artistic and educational equipment of the Wanamaker Stores.

Here are given public concerts and public exhibitions of art, and here the Wanamaker Store Chorus, the Military Band of the John Wanamaker Commercial Institute and the other Wanamaker musical organizations are often heard.

This band is a body of the store's younger employes, organized for educational purposes, and one of the many results of the campaign of musical activity which the Wanamaker Stores inaugurated long ago. It is just a part of that propaganda which the Founder declared was instituted to help sweeten the lives of the store people and to swell the music of the great world anthem.

At present composed of seventy-five pieces—all employes of Wanamaker's Philadelphia Store—it is unique, in that there is no other band of its kind in the world.

There is what is termed a "Second Band," composed of less proficient and younger members of the store organization, from which drafts are made when efficiency in playing of an instrument is reached and there is room in the older band.



I WELCOME this opportunity to say that I am proud and happy to be able to assist in a small way in this work of such great and far-reaching significance, and I hope it will grow and continue to grow until it shall cover every city in the land. When we have merchants who are prophets, men who idealize, such a result cannot be far distant.—*Dr. George W. Chadwick, Head of the New England Conservatory of Music, March, 1910, at the Wanamaker Competition Choral Festival.*



COMMERCE and poetry have not hitherto gone hand in hand. I hope it may be otherwise in the future. I am glad for the vision and for the excellent achievement in music which we have already had evidence of here, and still more for the promise for the future.—
Dr. Horatio William Parker, Dean of the Department of Music of Yale University, at the Wanamaker Competition Choral Festival, March, 1910.

Greek Hall, seating 600 people, with a large stage and a two-manual pipe-organ, is exquisite in its architecture. Its side walls, twenty-four feet in height, are of solid mahogany, inlaid with satin and other rare and costly woods in intricate Greek design. A deeply-coffered ceiling is illumined with gold and massive electroliers of gold bronze.

Egyptian Hall was first opened to the public on March 1, 1908, when a great Hungarian violin virtuoso made his first bow to music-loving Philadelphians. Since that opening day both Egyptian Hall and Greek Hall have presented to America other great artists, and each year these musical features culminate in a great series of "American Composers' Concerts" designed to honor and help the American Composers.

It is the idea of the Wanamaker Stores to give to the American Composers a square American Deal. Any one who has written something really worth while may have opportunity to be heard here. This was one great reason for planning the classic Egyptian and Greek Halls, and for securing as musical director a man broad enough to include every composer in his philosophy.

By reason of its Philadelphia, Paris and New York facilities, Wanamaker's is able to give to the American composer the opportunity of taking the public into his confidence, to rise or fall according to the character of his work.

This plan is so approved of by representative men in their profession that a number of noted composers, men who have already won their spurs, have come to the Wanamaker auditoriums and personally conducted programs of their own compositions. First came Charles

B. Hawley, whose "Because I Love You, Dear," "The Sweetest Flower that Grows" and many other compositions have echoed 'round the world.

Then Reginald de Koven, busy as he was with the production of his successful opera, "The Golden Butterfly," gave in Egyptian Hall two notable recitals.

Following these, Oley Speaks, one of the coming song-writers, with several recognized compositions already to his credit, appeared twice on the day following that which was rendered noteworthy through the appearance of Mr. de Koven.

The succeeding week gifted Harriet Ware played and directed concerts of her works. Miss Ware's great "Boat Song" and "The Cross" will long be remembered.

Then John Philip Sousa, out of the bigness of his heart, came and took the helm. Mr. Sousa thoroughly rehearsed the Wanamaker Boys' Military Band and the two bugle and drum corps, besides the large chorus, and gave public recitals of his inimitable marches and other compositions.

Following Mr. Sousa came Charles Gilbert Spross, a rapidly rising young composer, whose songs are making headway out of the ordinary.

In 1909 the Wanamaker Store in Philadelphia instituted an Annual Wanamaker Competition Choral Festival, which yearly is of great interest to music lovers, both in this country and in Europe. The first announcement of this Festival stated its purpose as follows:

"Continuing the development of a policy which has had for its object the exploiting of the American composer and his works, the betterment of both vocal and instrumental music, and the further extension of general musical education, the musical forces of Wanamaker's



THIS yearly assemblage (Wanamaker Competition Choral Festival) means more to the progress of music in America than any other event that I know of.—
John Philip Sousa, at the Wanamaker Competition Choral Festival, March, 1910.



MR. WANAMAKER is the best advertiser in the world. He is the best advertiser because he is an honest merchant. He is an honest merchant because he is an honest man. He has not succeeded because of his advertisements, but because of the qualities of mind that enable him to produce those advertisements. He is the foremost merchant of our times. He is a great artist. All first-class institutions are founded only by great artists. His great establishment is actually a school in which those who have not had opportunity in their youth to learn, receive what is equivalent to a public school education.—*S. S. McClure, at the Banquet marking the formal opening, September, 1907, of the New York Wanamaker Store.*

now propose to stimulate interest, in so far as they can, in part singing. To this end they would invite choruses of mixed voices, choruses of men's voices, choruses of women's voices, choruses (vested choirs) of men's and boys' voices, mixed quartette choirs, male quartettes and female quartettes, to the famous Egyptian Hall, Wanamaker's, Philadelphia, for friendly rivalry in the tests to be found herein.

"The particular value of this competition to the participants will be in having their artistic excellence determined by judges of international note. The successful organization in each class will be presented with an engrossed diploma, duly signed by these distinguished officiating judges.

"It is hoped in this way to create an interest more genuine and more lasting in its benefits than could result from the distribution of cash prizes."

The festival was an instant success.

The judges were Dr. Geo. W. Chadwick, of the New England Conservatory of Music, Boston; Prof. Horatio Parker, of Yale University, and Arthur Foote, the eminent composer, of Boston.

In 1910 the Second Annual Competitive Choral Festival brought forth the kindly co-operation again of these great musical teachers as judges, with the notable addition of John Philip Sousa, the March King.

At this Festival J. Van Broekhoven, composer, author and teacher; Dr. W. W. Gilchrist, Henry Gordon Thunder and fifty members of the famous Philadelphia Orchestra, under the direction of Henry W. Meyer as concertmeister, also assisted.

The famous Paulist Choristers of Chicago, under the leadership of Rev. William J. Finn, were among the par-

ticipants, giving a marvelous exemplification of the perfection attained in choir singing by boys.

Commemorative bronze medals, specially designed and struck in Paris, are given each year to the individual participants in these musical festivals, and duly authorized and signed diplomas to the winners of each class.

At the second Choral Festival in 1910 John Wanamaker explained the purpose of Egyptian Hall and of the musical work of which it is the home.

"This Hall has been here for two years, in constant use, and this is the new birth—as I believe it to be—of a great musical movement that will shortly spread over the land.

"I doubt very much whether there is in any other city in the world a scene like this today. I beg you to think about it and to think all the way through it and try to figure out what it means. These splendid fellows (referring to the Military Band) who are before us, all in the early youth of their lives, instead of walking the treadmill of business, are carrying along with them studies that make their lives larger, that enable them to strike a note of pleasure and of cultivation. This little pinch that you have on the platform of the great chorus—I am proud of the pinch—gives only an idea of what exists here and what is possible elsewhere in every city of the land.

"Whilst we sit here the great business of the house is going on. Downstairs other people are working for you, while we are up here playing for each other, and, my friends, it is only because of a great business back of it, giving its backing to all the school and musical work that ought to be brought into our lives—it is only because of it that we can have such an assemblage as this today.

"It is almost impossible," he said, "to walk on the street without having your face dusted. So it is impos-

sible for any large enterprise to be free from criticism. One looks into an Indian mirror—just a piece of polished brass—and he can see the reflection of his own thoughts. And when one looks at business, hard and cruel and percentage of profit, there is not very much that is cheerful in the way of lifting the world and bettering it. Some who look at what we are doing here regard such an occasion as this as a kind of door mat to publicity, or the noisy tongue of an advertisement, but we will have to grow beyond that. I understand something of advertising, and I advise any one who wants to get the best profit out of advertising to use the newspapers and pay the 50 cents a line or whatever it may be. But I also speak to the merchants, if they are here today, or to their friends, to say that there ought to be some other percentage than the profit in dollars and cents counted as a large compensation, and to my mind this as a beginning is one of the greatest transactions that a merchant could have.

“We are not the mere automata of business. We are men and women reaching out hand and heart to make life easier and to make the world happier. Oh, dear me, in this informal speech to you I would like to have you understand that we have only got a few inches along the way, not miles, in the things that we hope to do. It is not sufficient to have the best organ in the city on this platform, or to have the best Director of Music that we know of as a teacher, but we have to have a great deal better band than we have today, splendidly as the boys have done and proud as I am of all they have been doing. I applaud you from the bottom of my heart—but we haven’t begun yet.

“We have 700 today in the chorus. I hope we shall have 7000. I hope that we shall run trains from New York, where the same thing will be going on, and to have the people who are getting the education and inspiration to feel that there is something else besides the humdrum

—the coming in and going out and the weekly salary—that this is a school of music, a school of hope—that it is a higher level—that whilst we work in our offices and at our counters and at our desks, we have the ambition to rise in the world by intelligence, by work, by constant cultivation.

“I am very sure there is a new spirit abroad and that what we are striving to do in an humble way—I will not use that word for fear it may be misunderstood—in a modest way, let me say, that it will be imitated, copied—and that the encouragement of it will lead in every city to similar things being done.

“One would not be surprised to find in a well-stocked garden beautiful violets, but to find them growing on the sidewalk, or under the snow, or to take them from the bosom of the ice, that would be a surprise to you, and yet it is true that in a mart of trade—the evolution of 10 years—we have this occasion, giving a little gleam of light of all the other education that is making men and women for the city and for citizenship.

“I believe it to be true that every baby is born with a song in its mouth. We are in quest of that song. We are hopeful that neither ignorance, poverty, nor toil, nor disappointment, nor trouble, shall crush the song of the spirit. So it shall ever be as a part of the dream—aye, that is true, it is an old dream—the fulfillment of the vision that we shall search for that little song, and we will make it larger and stronger until it shall join in the great song of nature.

“What a wonderful time the June time is, when the birds wake—not with dry, parched mouths—in the morning, but with a morning song. How the orchards sing of the red, rosy apples and plums and cherries, and the great fields of grain and wheat, with their rustling music, and the whisper of the trees. It is a great song and June is a great organ. Let every heart come into the anthem. Let us learn the oratorios; let us fill the earth with glad songs.

"We have come to a better time in our lives, and I believe these distinguished men, whom I welcome, are interpreting the new life of education that is coming into the colleges, coming into the great manufacturing concerns, coming into places of employment where masses of people are congregated. There is something to be done to make the world brighter and happier by reason of these associations.

"I am striving—good friends in the musical profession of this city—to have you consider this as a center not wholly dedicated to business, but to music. Oh, how much there is in the thought of it! This world that is so full of tears and groans and of sorrow—the thought that we can start the singing of a song that will spread into our homes and over the city and into the land. Isn't that a fine and helpful thought for us? I therefore welcome you for today, and I promise you that the doors shall be without a lock. Open them until the house is full, and if you are on the wrong side of the door it will not be my fault.

"Look into your hearts, every one of you, and see how much you have got to give. It is a great pity if you are a ten talent man or a ten talent woman if you give just a little. It is a great pity if a splendid largest sized Baldwin locomotive should go over the Rocky Mountains with one little caboose car, when it might draw a train of twenty heavy freight cars, or forty perhaps. And so with our lives. If we are large locomotives, let us try to do not as little as we can, but to do the very largest thing that we can and to fill the world full of music, with smiles upon our faces and cheerful, manly steps as we go to our work—not as if we were tired all the time, but a real man under the jacket and a real purpose, and then you will find real women and splendid women in your sisters and in the friends that you choose that will be proud of you and will try to live worthy of you and to be your helpers."

At the conclusion of the last Choral Festival in 1910, at "Musicians' Assembly Night," at which the musicians of Philadelphia were entertained, together with the participants, these words of appreciation were spoken by Dr. Chadwick:

"I welcome this opportunity to say that I am proud and happy to be able to assist in a small way in this work of such great and far-reaching significance, and I hope it will grow and continue to grow until it shall cover every city in the land. When we have merchants who are prophets, men who idealize, such a result cannot be far distant."

Dr. Parker spoke his approval in these words:

"It is not given to many people to have such visions as those which have been so beautifully expressed to us. To a still smaller number is it given to have the visions and at the same time the ability in large measure to realize and materialize such visions; and even with the ability as well as the vision, the practical physical material for carrying out such plans as have been outlined is very rare and most unusual in the surroundings which are and which have been, up to the present time, not poetic under commercial conditions. Commerce and poetry have not hitherto gone hand in hand. I hope it may be otherwise in the future. I am glad for the vision and for the excellent achievement in music which we have already had evidence of, and still more for the promise for the future."

John Philip Sousa, in a brief address, commented on the work in the highest terms, and said that this annual gathering of Composers and Musicians meant more to the progress of music in America than any other musical event.

Rev. Wm. J. Finn, the leader of the Paulist Choristers, spoke in part as follows:

"I will not presume to detain you in the presence of such an illustrious audience by dilating upon the merits of this particular branch of the musical profession which it is my privilege to exemplify. But it seems to me to be obligatory to say a word or two about the revival of the boys' and men's choirs, which during the last five or six years has occupied the interest of the most intelligent choirmasters of the world.

"About six years ago a decree was issued—which, of course, interests primarily those who owe allegiance to His Holiness, the Pope—a decree asking the Catholic Churches to restore to their services the *usé* of the boys' and men's choirs. A great many musicians, and a great many clergymen, seemed to think that same minute the death blow of choral singing had been dealt. But this was not so.

"Twentieth century musicians are inclined to be skeptical as to the artistic possibilities that can be accomplished by that medium of musical expression, so perfectly developed in the Middle Ages. It is generally supposed by some musicians that the highest possibility of the boys of today is selling newspapers or doing other work of kindred nature. But if that were true, and if the boys of today have not radically changed from the boys of the Middle Ages, then some of the greatest compositions ever put on paper must needs be thrown into the waste paper basket.

"There is a certain type of composition which demands the boy's voice in order that the full meaning of art, of sentiment or of religion contained in the text may be perfectly brought out. Outside of this phase the boy's voice has no place. It has been suggested to me, by my own personal observation, that those who claim so much for the boy's voice are really doing more harm to

the movement than good. In opera the boy's voice cannot be used, but in those compositions of the nature of which I have just spoken the boy's voice is incomparable.

"The greatest musical critics the world has ever known have invariably acknowledged that the boy's voice is inspired from on high. In this sphere the boy's voice is indeed sublime, and it has been my prerogative in some measure to work toward this ideal. The ideal is far distant as yet, but we have been making progress toward that ideal. We are working toward it in this country, and we trust that the boys' and men's choirs will soon be restored to their original place in the musical world.

"It is indeed a great pleasure to be able to be here tonight and to say these few words. It is a day that I shall long remember, for we have with us the representative composers of the United States of America, the greatest organists and the greatest conductors of the country."

When Reginald de Koven, the famous American composer and critic, appeared in Egyptian Hall to conduct personally two concerts of his own compositions he said:

"There is a distinctive atmosphere about Philadelphia that cannot but attract one. I, myself, am fond of its conservatism, of its artistic and musical bent. Here the arts and sciences have been given exceptional encouragement, and here music and composers have ever received a warm and hospitable welcome. My visit here today has given me keen pleasure, and I wish to express the satisfaction I have received at the reception accorded me here.

"Mr. Wanamaker is accomplishing an educational work of great value in the series of American Composers' Concerts he is giving in Egyptian Hall, and the public here must appreciate so golden an opportunity to hear good music for nothing."

CHAPTER VI.

FASHION.

VERY early in the Wanamaker history was realized the importance of being close friends with Paris, and of sharing her secrets of Fashion. So early in 1879 one of the oldest tried members of the Wanamaker staff was sent abroad to be resident in Paris, and to purchase and express the new fashions as fast as they appeared.

At that time not so many people went pleasuring to Paris as nowadays. Comparatively few New Yorkers and Philadelphians would have been able to see the actual Paris models of fashion, if it had not been for such importations as those made by the Wanamaker Store, at great cost. The announcement of "several dozen Paris gowns just off the steamer" caused almost as much excitement as the arrival of the Prince of Wales.

With 1893 began the Wanamaker custom of holding regularly, twice a year, important exhibits of Paris fashions, in the Spring and in the Fall. Not only millinery, wraps and costumes, but every department that received importations of French goods contributed to the interest of these expositions.

It would seem a simple thing to cross the ocean, visit the *atelier* of all the great designers and make a selection of the new fashions from the many beautiful things

shown at the beginning of each season. Yet it is not so simple as it seems. Paris does not say outright, "Let us have Empire or Oriental styles." She cunningly sets out all her new ideas for approval. Each couturier and modiste shows about a hundred new models, which do not by any means speak the same language, some of them being made to suit the German taste, some the Spanish and South American, and some the English. Imbedded among them are the choice gowns that Paris will conclude to wear herself after the buyers of other nationalities are gone—the gowns she will stamp with her approval, making them the truly correct Parisian fashions; the gowns that the Wanamaker Stores must select to properly present the "clou" of the season.

But how to recognize them? How to know that this one will be right and that wrong? How to be assured that capricious Paris will keep to one style and discard another?

The decision is less important to those establishments that are not looked to as absolute authorities on fashions; but for the Wanamaker Stores it is of first consequence.

Even more than years of experience are required to perform this task. Personal friendships with the fashion designers, close study, the constant informations furnished by the Wanamaker Paris Bureau, keen judgments and a sixth sense that Wanamaker fashion experts seem to possess, as will be seen by comparing the list of recent fashion events at the Wanamaker Stores with the fashion calendar of Paris herself.

In 1902 the Pompadour fashions were presented first by Wanamaker's to America—with the revival of flowered silks and rich laces, fuller skirts and the elbow sleeves

that were the mode during the epoch of the beauty-loving Marquise.

In 1906 Wanamaker's sounded the note of the Second Empire—the fashions of the court of Empress Eugenie.

In the Spring of 1907 the Egyptian tendency was heralded, with gorgeous embroideries and straight lines.

In October, 1907, the clinging draperies and tunics that were a revival of the robes of ancient Greece were announced with special exhibits of Paquin's sheath skirt and the emotional gowns of Lucile, of London, each one of which expressed a mood.

With high waists, large revers, long close sleeves and narrow skirts, Directoire fashions made their debut at Wanamaker's in the early spring of 1908, and were followed by the Tanagra gowns that, following the Directoire, became so fashionable in Paris.

Fall, 1908, and the Wanamaker "Fête de Paris" presented the wonderful exhibition of Napoleonic fashions, with gowns such as Josephine once wore; and mantles and hats that reflected the militarism of the Emperor.

In December, 1908, the Wanamaker Costume Salons, acting on advices from the Paris Bureau, presented the Moyen-Age gown, with its long clinging unbroken lines to the knees; and this before the rest of America had heard a whisper of it.

"The Glories of Versailles in the Days of the Louis's," as the Wanamaker exhibition of March, 1909, was called, presented beautiful reminiscences of gowns seen in the paintings of Nattier and Watteau, which seemed to be the inspirations of the Paris couturiers.

The "Russian influence," characterized by barbaric colorings, lavish use of furs, blouse costumes, etc., was

shown in September of the same year. The Oriental note was seen in the kimona sleeves, the close short skirts, the high girdles and the super-position of colors.

Others had the privilege of seeing these same styles in Paris, but failed to discern or name in them the important general tendencies. Many people have to be told what they see before their mind recognizes it. After the Wanamaker Stores had made their fashion expositions, the echo that trailed along on all sides was an echo of the right interpretation of the real mind of the creators, in each case. This may easily be substantiated by consulting the Paris fashion publications of the various seasons mentioned above.

From this it will be seen that the fashion exhibits of the Wanamaker Stores are in a way early prophecies of the seasons that lie ahead, prophecies that have been promptly fulfilled.

"Live in contact with dreams, and you will get something of their charm." It would be impossible to live with the dreams of Paris creators and not end by doing as they do—treating gowns like pictures, and the designing of them as a worthy and noble form of art.

This conception of fashions originated in the Wanamaker Stores the novel idea of creating an artistic setting for each different fashion exposition, to complete the harmony of the underlying idea. So the Empire gowns of 1908 were shown on fair women, as if they were in Napoleon's court, with a beautiful Josephine on the throne. The pageant of Oriental gowns in 1910 took place in a Japanese garden, and the Græco-Roman gowns in a classic Roman arena.

Such fashion exhibits set the Wanamaker Stores apart

for their original and artistic treatment of fashion and at the same time become an inspiring and educative influence with the great crowds of people who come long distances, sometimes, for the pleasure of seeing them.

"Fashion," according to Mr. Webster, "is the prevailing mode of style, especially of dress . . . usually among persons of good breeding."

So it includes every article, small or large, that is subject to change of cut or color—gloves, parasols, neckwear, lingerie, blouses, stockings, handkerchiefs, as well as millinery, wraps and costumes. To watch for signs of fashion changes, no matter how slight, and to apprise the Wanamaker Stores of their coming, is the special office of the Wanamaker Bureau, at 44 Rue des Petites Ecuries, Paris. A constant stream of letters, cables and information is pouring into headquarters from that side of the sea, and the incessant arrival of Paris merchandise would suggest, as someone has said, "that there is a Wanamaker tunnel under the ocean."

This quick service is specially necessary, with the articles of dress that change in fashion frequently and with great rapidity—as, for example, millinery. So far as known, Wanamaker's is the only store having an exclusive *envoi* of the latest Paris hats once a week; enabling the patrons of its millinery salons to put on the hats that *Tout Paris* is wearing—not a month later, *but on the very same day*.

The Wanamaker stocks of Paris goods, unique in their design, are seldom duplicated in America. These constant importations have their effect on many of the American-made articles that come into the Wanamaker Stores.

Back of all this fashion work that the Wanamaker Stores are doing, lies, however, another purpose that rises to the surface once in a while. It is, to guide women to dress better, more simply, and more graciously; to make themselves more attractive by wearing well-bred clothes that express them; to choose these clothes wisely—in a word, to make their own the Frenchwoman's century-old fascination and daintiness of dress. Without doubt, a large share of credit for the general progress made in these directions can be rightly ascribed to the long-continued and never-failing efforts of the Wanamaker Stores to get the right fashions and to present them with an intelligent perception of what the influence of their development will mean.



BOOK SIX.

THE JOHN WANAMAKER STORE IN PHILADELPHIA.

ARCHITECTURAL fascination and inspiration make the appeal of the new Wanamaker building in Philadelphia to the architect, the engineer and the eye of the multitude. It is a cosmopolitan unit. It is more than the keystone of a business arch, unique in the history of the business world. It is a collection of efficiency units, all converging to one meeting place, determined fifty years ago as a possibility in the mind of the Founder, then woven into the fabric of a dream, and today a concrete demonstration of original thought.

This Philadelphia Store, the largest building in the world devoted to retail merchandizing, occupies an entire city block in the very heart of Philadelphia, next to City Hall, which huge pile it overtops and actually dwarfs. It covers an area of 250 feet wide, 480 feet long and rises to a height of 247 feet above the sidewalk. It is twelve stories in height above ground and three stories below. The total floor area of the building is nearly 45 acres, almost 2,000,000 square feet. If all the floors were put end to end there would be a continuous

floor one and one-third miles long by 250 feet wide, the width between Juniper and Thirteenth streets.

The style of architecture is Roman Doric. The entrances are midway of the building on all four sides. They are splendid and spacious. Two imposing columns dignify the entrance, the capitals with their evenly proportioned outlines bearing up the cornice of the second floor. Twelve stories of gray granite, fronting on four splendid thoroughfares, made majestic by the Corinthian cornice which crowns all, loom large as the master building of the city.

The plaster work throughout the building, except the floors devoted exclusively to stock rooms, is ornamental in character. On the main, first and second floors, the columns which are fluted, and have the typical Doric cap, and the walls, are done in Keene cement. These three floors have deeply coffered ceilings with Grecian cornice, the egg and dart moulding, the Grecian honeysuckle being worked into the design. The rest of the building is done in hard white plaster.

The exterior walls are of Maine granite. The interior construction is of steel and concrete. The store is divided into three sections by two fire-walls, running from Thirteenth street to Juniper street. On both sides of these fire-walls are the elevator shafts, which serve the purpose of concealing the fire-walls. Fire doors are placed on either side of each of the openings in these fire-walls, and the doors are made so that should fire occur they will close automatically.

The sub-basement is 34 feet below the sidewalk. There are three stories below the sidewalk, one being a mezzanine, or gallery, floor. The sub-basement is 10 feet 4

inches high. The basement is 20 feet high. This basement height is divided in two around the walls by the mezzanine, or gallery, floor. The first story is 25 feet high. This story has a gallery running around the sides. In the middle section, on the west side, the gallery is set low to provide a waiting room for the women customers. The second floor is 22 feet high. A gallery is provided on the east and west sides on the Market and Chestnut street fronts, while in the middle section the gallery runs all around the four sides. The third story is 23 feet 7 inches high. The Market street section of this story has a gallery running around its four sides. The balance of the third story has a clear height without galleries. From the fourth to the eighth stories, inclusive, the story heights are 15 feet 6 inches. The ninth story is 20 feet high. The tenth, eleventh and twelfth stories are 15 feet 6 inches in height. The twelfth story receives most of its light from the skylights in the roof.

The whole height of the building above the sidewalk averages about 247 feet, plus 34 feet, the depth below the sidewalk, making a total height of 281 feet. The foundations extend 12 feet beyond this into the rock gravel.

The building is built on a framework of steel. The walls of each story above the sidewalk are carried independently. Any one of the stories could be removed without disturbing the other stories.

The floors are of concrete, on top of which is placed a maple wood floor.

A marked and well-defined guaranty of safety, both for the employes and the uncounted thousands who visit the store, is the character and construction of the elevators installed in the building. They are of the "Plunger" type,

direct hydraulic. Which means that the plunger piston travels through a hole drilled through the solid rock directly under the elevator to a depth corresponding with the height that the elevator travels.

The plunger in each instance rests upon a cushion of water which, in its descent, it displaces, hence cannot fall. When the car goes up it is pushed up by a water pressure of 150 lbs. per square inch.

There are sixty-eight elevators in the building, fifty-two of which are for passengers and sixteen for freight service. In addition thereto there are ten electric dumb waiters, which travel from the stock rooms direct to the selling floors. These are used for the quick delivery of stock to any of the departments needing it, and are practically the errand boys to and from the stock rooms. There are also installed four double spiral chutes running from the top of the building to the sub-basement. One of the spirals in each chute is used for sending such goods as are wrapped and ready for delivery from any of the selling floors direct to the delivery department in the sub-basement. The other spiral is used only from the stock room floors and delivers directly to outlets located, one on the basement floor, two on the main floor, and one on the first floor.

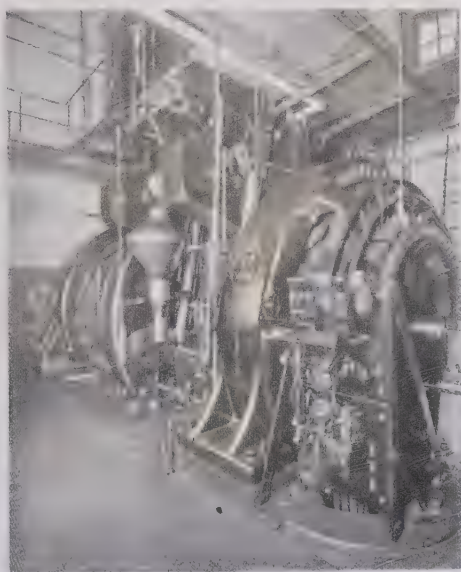
There are four tower fire-escapes in the building. These escapes are built within solid brick walls and have no opening except from the outside, and are therefore smokeproof as well as fireproof. These tower fire-escapes are located at the divisions, or fire-walls, with openings into them from each side of the fire-walls. Each has enclosed therein two separate stairways, making in all eight stairways in the fire towers for escape in case of



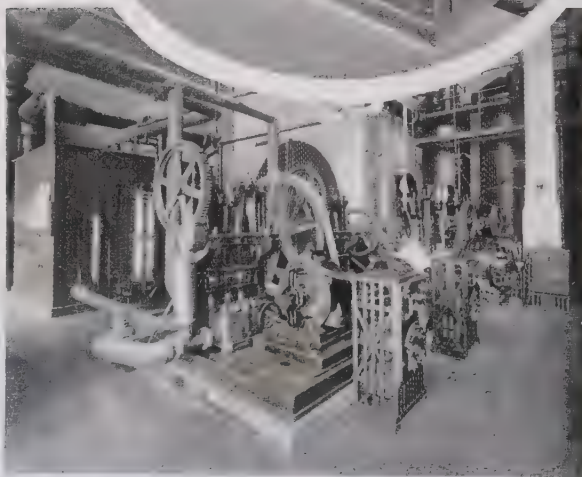
London Shop for Men, Philadelphia Wanamaker Store.



Vacuum Pumps and Tanks. Tunnel under Thirteenth Street, showing how power and light are conducted from the Power House to the Philadelphia Wanamaker Store. Showing elevator valve gear beneath all elevators.



Switchboard, Boiler Room, 1500 H. P. Engine, Philadelphia
Wanamaker Store.



Engine Room. Bench Board. Ice Machine. Power House Philadelphia Wanamaker Store.

fire. In addition there are four wide stairways leading from the sub-basement and basement directly to the street without the necessity of coming into the store at all.

The basement is heated and ventilated by a fan system. The air is admitted and passes through an air wash which removes all suspended matter and dust, and then passes through the heating coils where it is warmed, after which it passes through the fans and into the building. The foul air at the same time is drawn out of the basement by means of exhaust fans. This keeps the air in constant circulation; in fact, the air is completely changed several times an hour, affording pure and wholesome air all the time. In the summer the same process is gone through, except, of course, the heating of the air. The upper floors of the building are heated by direct radiation.

Power and light are furnished by means of the Wanamaker Power Plant erected in Ludlow street, near Thirteenth street. This Power Plant is gigantic, and in itself equal to a central station such as you find in large cities. In fact, there are many cities of large proportions which cannot boast of a plant so large. Installed in this plant are eight 600 horse-power high-pressure water tube boilers, three 500 horse-power vertical compound steam engines, two 1500 horse-power vertical compound steam engines, and four high duty pumps equal to a capacity of 9000 gallons per minute. These pumps are for the elevator service. In addition thereto are pumps for the house service. There is also installed in the power house a refrigerating plant, consisting of two 75-ton ice machines, and other paraphernalia necessary to a high

class refrigerating plant. This plant furnishes frigid air for the kitchen and fur storage vaults.

The capacity of the electric plant is 3050 kilowatts, or 27,700 amperes of current. This is equivalent to 5500 arc lamps, or over 55,000 incandescent lamps of 18 candle power. The plant, however, is easily capable of developing 25 per cent. more than the figures here quoted.

The sanitary system consists in maintaining an adequate number of hygienically clean toilet rooms, a supply of filtered water (cooled for drinking purposes), a splendid ventilating system, modern methods of cleaning and dusting the store, and instruction of the employees in the observance of hygienic rules.

The ventilating system of the Subway floor, the Subway Gallery, and the Sub-Basement, consists of air being removed by suction, while fresh air, which is washed pure, is pumped in, the air being completely changed every six minutes.

The construction of the building, with the light shaft in the center, together with high ceilings and high and wide windows, permits a free and natural ventilation above these floors.

The heating plant being entirely separate from the building is a factor in keeping the air clean and fresh.

The Wanamaker Fur Vault is the only genuine cold storage vault within ninety miles of Philadelphia, and is duplicated in the New York Wanamaker Store. It is a little section of the Arctic Zone, created on the top floors of the Wanamaker Building. It reaches up through the 11th and 12th floors and contains 161,000 cubic feet of storage room. The 24-inch walls are composed of cork and fireproof materials, which shut out completely any warmth from the outside air.

A powerful ice-machine in the new power-house plant on Ludlow street produces in cold the equivalent of one hundred and fifty tons of ice daily to preserve the frigid temperature of the vault.

The refrigerating machinery is of the absorption type and is run on exhaust steam when the cooling water is at 60 degrees or lower. Each one of the machines has a capacity of 75 tons of refrigeration. One machine will cool the mammoth fur vault of 161,000 cubic feet, 50 ice boxes and refrigerators in the kitchens and keep them all properly chilled.

All the drinking water is filtered and chilled in this plant and circulated through the store to the extent of about 1000 gallons per hour. This compels continuous pumping of ice water from the refrigerating plant to the top of the store. The drinking fountains are all on the line to the tank, thus insuring cold water at every fountain.

The crowning glory of the building is to be found in the Grand Court, in its very center. The architecture here is Ionic and Corinthian. The splendid lines vie with each other in their contribution to a superb picture. The dome rises to the height of one hundred and fifty feet from a stolybate of Italian and Greek marble arches that are the full height of the main floor of the store. From this stolybate classic Corinthian and Ionic columns rise toward the dome-capped cornices of Grecian design, the whole surmounted by a series of groined arches surrounding the skylight. The floor of the Court is paved with grey Tennessee marble. The openings of the several bays of the seven floors facing the Court are protected by very substantial balustrades of ornamental

iron, and where the construction of any of these floors forms part of the architectural design of the Court itself the balustrades and facia are subordinate to the general design, both in architectural design and color treatment.

The entire Court gives forth an atmosphere of spaciousness and uplift, the white and green marbles, the sweep of arch, the aspiring columns, the far-off dome. And yet the Court itself is endowed with a further architectural enrichment. The south end of the Court contains a gallery, the balustrade of which is a continuation of the upper treatment of the marble stolybate. The soffit of this gallery has a beautifully paneled ceiling, and the whole structure is supported on two enormous and elaborately carved consols of Italian white marble. Above this gallery is the organ loft and the mammoth organ now being placed in position. An organ that required thirteen freight cars to transport from St. Louis, where it was played in the Exposition as the largest organ in the world. The organ screen has been specially designed to conform with and enhance the general architectural design. In addition, there is a balcony for the use of the Orchestra, which will accommodate one hundred musicians. As this Grand Court is about 112 feet long and 66 feet wide, it is estimated that over 25,000 people can comfortably listen to the music from the seven abutting floors.

The entire architectural design is ever and again luminous with surprises. Even without the spirit of investigation one happens on things that make one pause.

People entering the store for the first time halt and wait and wonder. Rising to an upper floor on the Chestnut street front, one leaves the shimmer of silks and

passes through the first fire door, and amid the open spaces lofty with fluted columns the eye is caught with the stupendous consol of the mighty organ and the sweeping arches of the Grand Court.

Once through the second fire door, visitors enter the Market street section of the store. Here they are mastered by the solemn grandeur of Egyptian Hall. Stately columns that might have been dug from the ruins of the Temple at Karnak support a gallery on three sides. At the far end may be seen the golden glitter of a myriad of organ pipes, which represent the speaking tubes of a magnificent organ. These are fronted by winged figures and grim faces of the undying Spinx. Carved everywhere one may find the emblems of Old Egypt, the land which gave birth to music, the land of the Pyramids and the Nile. This splendid Temple is devoted to the cause of Music and Education.

Just in the rear one may find Greek Hall, a classic gem and true to its name. The wainscoting is of mahogany, and the pilasters are inlaid with the gorgeous plumage of the peacock. Sumptuous is the word to be used. Here also is another organ.

The difficulties of construction entailed in the erection of this mammoth building were many. It was decided before the plans for the new building were fully matured that excavations be begun under that portion of the old building which was least suitable for Merchandizing. This section covered about 27 per cent. of the total lot area. This work was done very carefully; heavy yellow pine posts and girders being used and the excavations being made to the full depth of the proposed new structure, building at the same time the concrete retaining

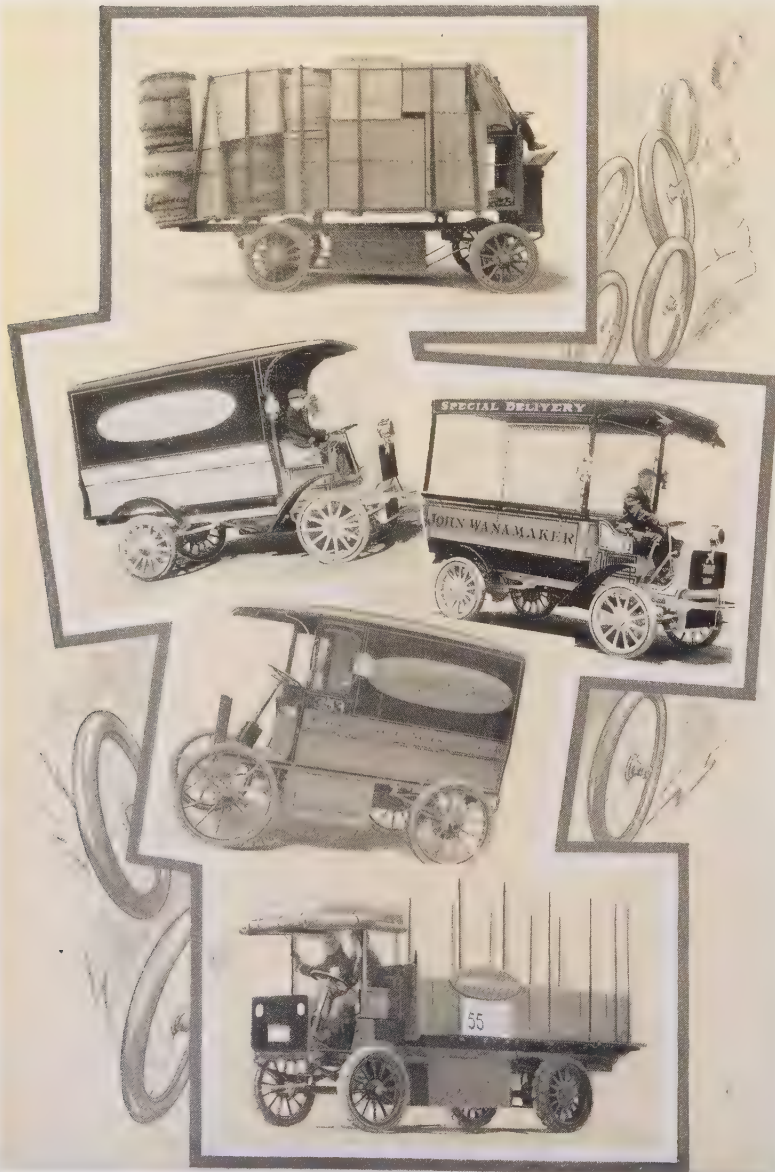
walls. Then the foundations for the new columns were put in place so that the sub-structure for the new building was completely ready for the erection of the steel before the old super-structure was torn down. This work was completed in about nine months and was carried forward without a single mishap.

This first section of the old building was then demolished and the erection of the steel columns for the first new section was actually begun, and this section was entirely completed and ready for occupancy before any remaining portions of the old building were demolished. The story of the erection of this first new section was practically the same as that for the two other sections which followed, with the exception that the excavation under the last of the two old sections was not done until after these sections had been demolished.

Anticipating the difficulty of tying the first and second sections together, so that there would be no break where the courses of granite are toothed into each other—as is usually the result—bench marks were placed on surrounding property and an accurate record kept of the settlement of the first section from the time of its commencement, when there was practically no load, to the time of its completion. It was found that under the full load the Market street front showed a settlement of one-half inch. The stratification being the same, it was presumed there would probably be an equal compression of the soil and the attendant settlement of the second section, and it was decided to increase the foundations under the first column of this section adjoining the last column of the first section, so that there would be one ton less per square foot of load upon the soil under it. The foundations were then



Speedy and Safe Delivery is a Great Feature of Wanamaker Service.



Various Types of Trucks and Auto-Delivery Wagons used by the
Wanamaker Stores.

given one-quarter inch in elevation, while the rest of the columns on the Market street front were given one-half inch elevation. This calculation proved to be exact, as after three years, no sign whatever of any separation at the joints of these two sections can be seen. Records were kept on the second section the same as on the first, but as it was found that practically no settlement occurred, the rest of the foundations were continued to the same size and the building erected without showing any evidence of separation at the joining of the third and final section to the first two.

Today the building stands a COMMERCIAL AND ARCHITECTURAL TRIUMPH.

Naturally, and necessarily, the delivery service of the store has kept abreast of its ever growing business. It has expanded not only with the growth of the city in all suburban directions, but it has stretched across the map of New Jersey, only halting by order of the sea. And in its development it has pressed into service every form of vehicle which science has made practical.

The Wanamaker Stable in Philadelphia is located at the southwest corner of Twentieth and Wharton streets. It is a capacious brick structure, extending the entire block southwardly to Reed street and westwardly to Jarden street. Here accommodations are provided for the imposing array of wagons and trucks required for the daily deliveries of the Philadelphia Store.

For the Philadelphia delivery service alone over 300 horses are required. Over 300 more are used in the New York delivery. As may be imagined, quite a small army of men is needed for the care of these as stablemen, drivers, etc.

In addition to the horse-drawn vehicles, the Wanamaker Stores, which were pioneers in the use of the commercial automobile, now have 67 of these in their daily delivery service in New York and Philadelphia, with more on the way—all of them built for steady service in all sorts of weather, and over all sorts of suburban roads.

For the accommodation of these and the others which are now in course of construction, the store now has a garage at Twenty-third and Walnut streets in Philadelphia, a large three-story building, readily capable of holding no less than one hundred cars. The New York Wanamaker garage is at 541 West Twenty-fifth street, and has a capacity of one hundred cars also.

Ample as this aggregate equipment will seem, there are, of course, occasions, especially in the holiday times, when the demands upon it are most exacting, as may readily be judged from the fact that the Wanamaker Stores have handled in one day over 84,000 deliveries. Another significant fact is to be found in the statement that the average number of miles covered by each Wanamaker wagon in one day, on suburban routes, is thirty.

Still another fact indicative of the wide reach of the service is that the Wanamaker wagons maintain a sea-shore service all the year round.

In addition to these facilities for prompt delivery within its immediate area, the stores also have an express office and a United States post-office, and last year they announced free delivery in all parts of the world of all prepaid and charge purchases of \$5 and over which can be mailed within international postal limits.

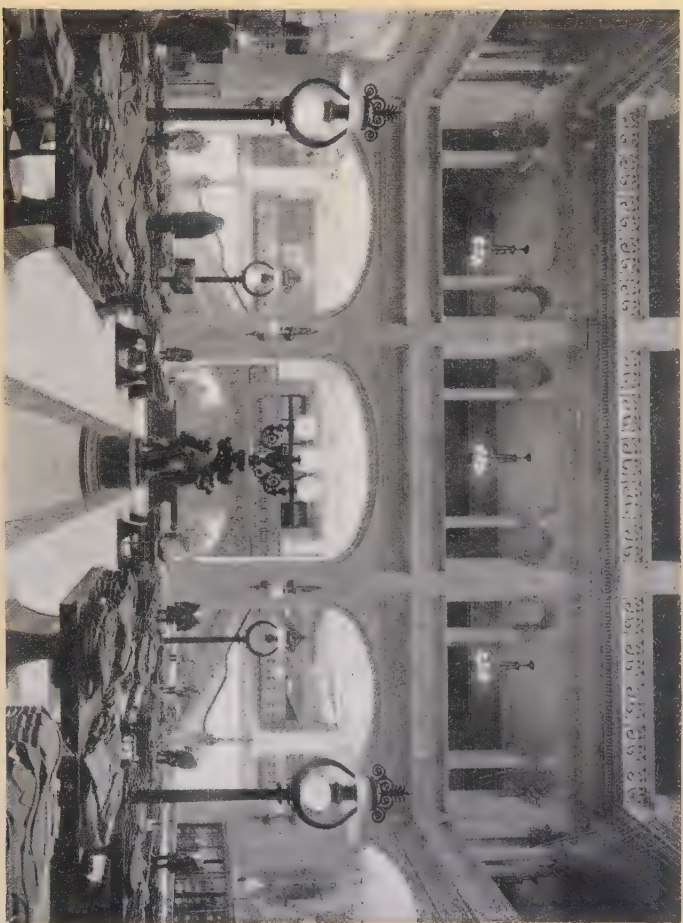
Views of the New Wanamaker Store in New York



The John Wanamaker Store at Tenth and Broadway, New York, showing the Old A. T. Stewart Store and the New Wanamaker Building. Historic Grace Church in the foreground.



The New Wanamaker Store in New York, showing the Exterior of the "Bridge of Progress" uniting the New Wanamaker and Stewart Buildings.



Rotunda of the New Wanamaker Building, New York.



Stairway leading to Restroom in New Wanamaker Building, New York. Men's Clothing Section of the New York Wanamaker Store.



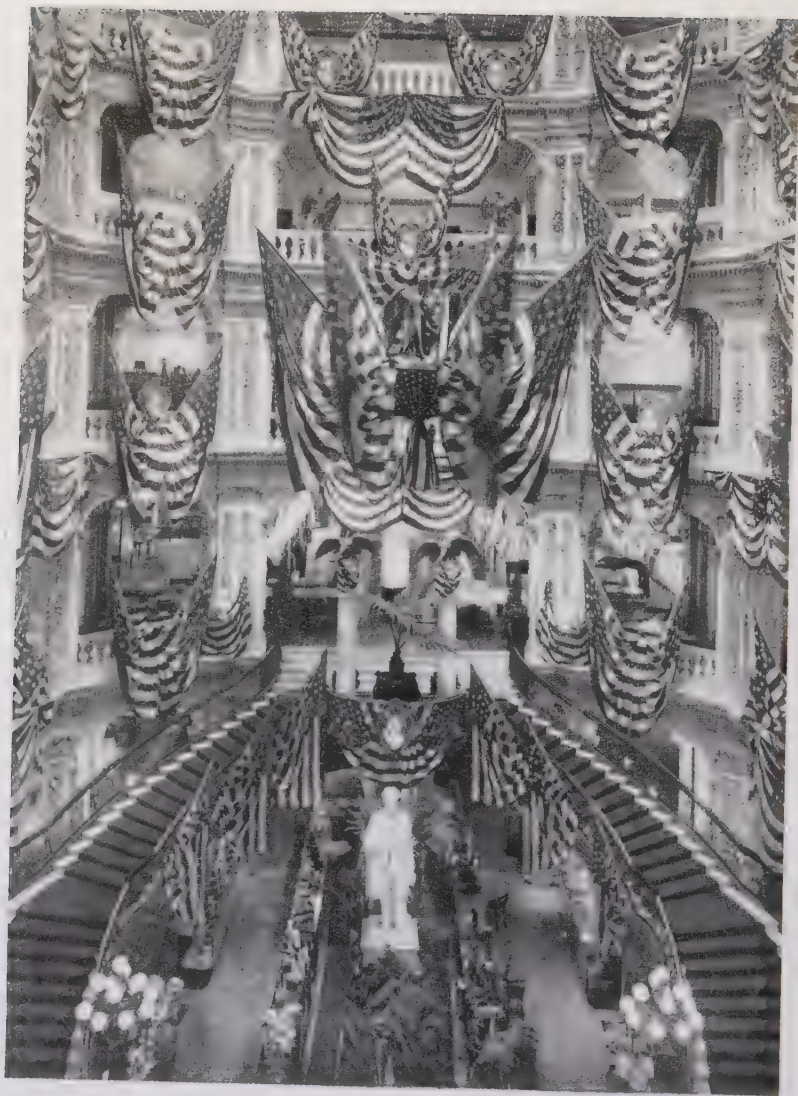
Vista through Rotunda, New Wanamaker Building, New York. Vista of same from first floor. Stars and Stripes, floating from roof of New Wanamaker Building.



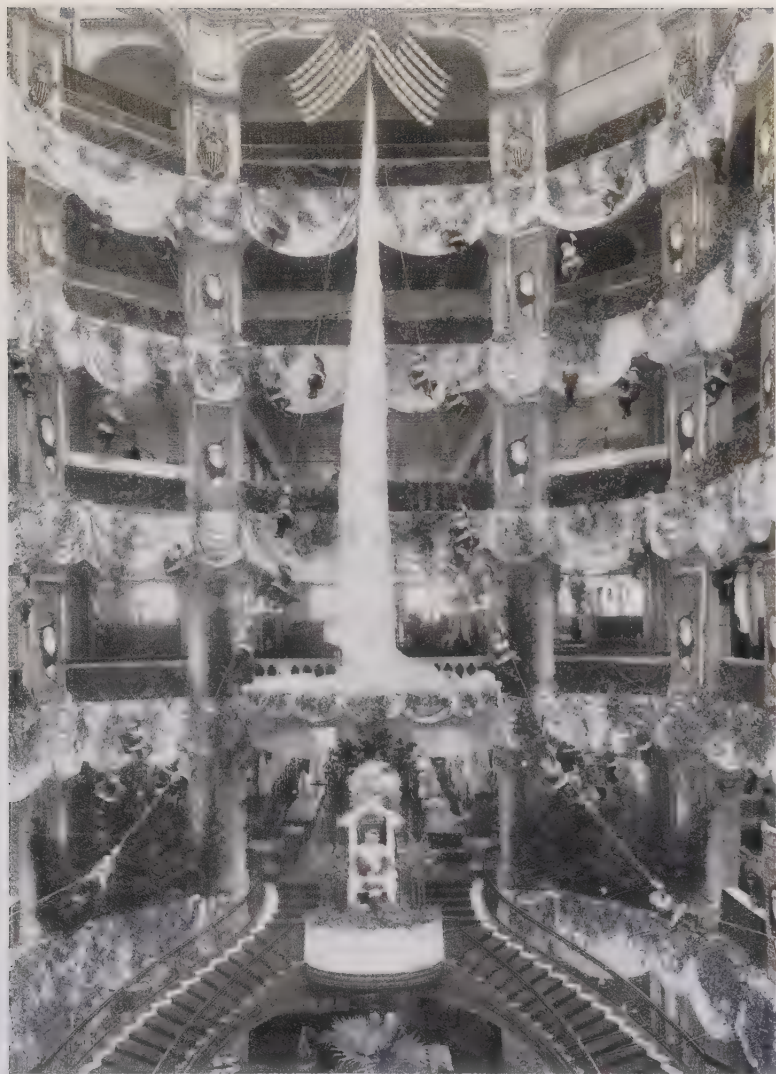
Restaurant and Kitchen in the New Wanamaker Building, New York.



Cold Air Fur Storage Vault in the New York and Philadelphia Wanamaker Stores.



Rotunda of the Stewart Building of the Wanamaker Store, Decorated for Lincoln's Birthday.



Rotunda of the Stewart Building of the Wanamaker Store,
Decorated for Christmas.



Louis XV. Drawing Room. House Palatial, New Wanamaker Building, New York.



Colonial Stairway, first and second floor, House Palatial, New
Wanamaker Building. New York.



Auditorium in the New Wanamaker Building, New York.



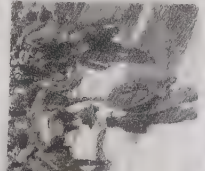
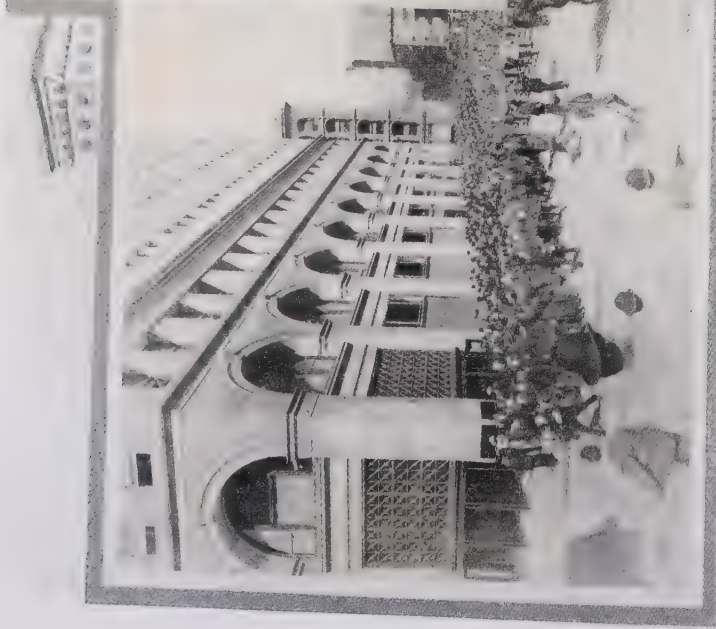
Piano Salons and Victor Hall in the New York Wanamaker Store.
Astor Place Corner.



Piano Salons in the New Wanamaker Building, New York.



The "Bridge of Progress" connecting the Stewart Building with the New Wanamaker Building, New York. Grand Stairway in the Rotunda of the Stewart Building.



Exercises in connection with the Dedication of the New Wanamaker Building, New York, October, 1907, showing Rotunda of Stewart Building and Exterior of New Building.

BOOK SEVEN.

THE JOHN WANAMAKER STORE IN NEW YORK.

“**I** HAVE seen the stores of New York—and Wanamaker’s,” once said a visitor from the West.

Thus tersely she epitomized the feeling that the Wanamaker Store in New York City is a store of individual characteristics, fittings, merchandise, and ideals that make it absolutely original and without a counterpart.

Thirty years ago the great store of A. T. Stewart occupied the block from Ninth to Tenth Streets, Broadway to Fourth Avenue, and was known as the dry goods capitol of the nation.

Today Wanamaker’s occupies this famous A. T. Stewart Store, and in addition a new building, twice as large—the two linked by tunnels and the Bridge of Progress, presenting the largest and best facilities for doing business in New York City.

The coming of the Wanamaker business to New York virtually fulfills a prophecy made by A. T. Stewart himself, when some forty years ago he said:

“There is a young merchant over in Philadelphia who is going to come to the front some of these days.”

So remarkable has been the success of this New York

Wanamaker business under the present ownership that former President Theodore Roosevelt made it the text for a recent editorial in the *Outlook*, in which he said:

"Here in the city where the *Outlook* is edited, on Broadway between Ninth and Tenth Streets, is a huge dry goods store. The business was originally started, and the block of which I am speaking was built for the purpose, by an able New York merchant. It prospered. He and those who invested under him made a good deal of money. Their employes did well. Then he died, and certain other people took possession of it and tried to run the business. The manual labor was the same, the physical conditions were the same; but the guiding intelligence at the top had changed. The business was run at a loss. It would surely have had to shut down, and all the employes, clerks, laborers, everybody would have been turned adrift, to infinite suffering, if it had not again changed hands and another business man of capacity taken charge.

"The business was the same as before, the physical conditions were the same, the good-will, the manual labor the same, *but the guiding intelligence had changed, and now everything once more has prospered, and prospered as had never been the case before.*"

When the Wanamaker business began in Philadelphia fifty years ago Alexander T. Stewart had already made his name well-known in American merchandise, and had paved the way for the tremendous volume of business he built up in later years.

Stewart was a Belfast Irishman—transplanted to America. "Look out for the transplanted Irish—they will rule the world." At the age of twenty, after taking a degree at Trinity College, he landed in New York at



Alexander Turney Stewart

the Battery in 1823. His first employment in America was teaching school in Roosevelt Street near Pearl.

The turning-point of his life was the loaning of a small sum of money to a young man friend to open a small dry goods store. It was a part of the patrimony his father had left him, which he brought with him from Ireland. His friend was unable to make a success of the business, and Mr. Stewart concluded he would undertake it himself. He took the balance of his little fortune; went to Ireland; bought a stock of Belfast laces, amounting to about \$3000, and the *New York Daily Advertiser* of September 2, 1825, announced in an advertisement—

“A. T. Stewart offers for sale a general assortment of Fresh Dry Goods at 283 Broadway.”

This store, which was opposite his later wholesale warehouse, was a 25-foot front building, of which he occupied but half, and his lodging room was in the rear of his little half-front shop. In 1826 he moved to 262 Broadway, a larger store, and not long afterward to 257 Broadway.

In 1848 Mr. Stewart built the marble store at Broadway and Chambers street. In 1862 he bought part of the old Randall Farm, bounded by Ninth and Tenth Streets, and Broadway and Fourth Avenue, and erected a six-story iron building with two basements for a retail store. The cost of lot and structure, as stated at the time by the *New York Tribune*, was \$2,750,000. The same article stated that “the two stores at lower and upper Broadway, which Mr. Stewart built, are the proudest monuments of commercial enterprise in the country. The trade transacted in them is almost fabulous.”

After the death of Mr. Stewart, the wholesale business was discontinued at Broadway and Chambers street, and the retail business was confined to Tenth and Broadway, and continued, in one form or another, until 1896, when the building and the stocks of merchandise became the property of the present owner, and the sign went up on the building:

JOHN WANAMAKER
FORMERLY
A. T. STEWART & Co.

The business immediately swung back to its old Polar Star and began its new career. Mr. Stewart once said: "My business has been a matter of principle from the start. That is all there is about it."

To restore the abandoned work of New York's greatest merchant and light up the empty house that cost nearly three million dollars, and bring to life again what was said to be a dying neighborhood, is now a part of the history of the greatest Commercial City of the world.

When Stewart built that business palace at Broadway and Ninth street folks said:

"Oh, it is too far up-town, people will never go there to trade!"

When John Wanamaker bought the A. T. Stewart Store in 1896, the children of the folks who made the remark just quoted said:

"Oh, it is too far down-town, people will never go there to trade!"

Both were wrong.

Both men made the same Scotch-like reply: "Wherever McGregor sits, is the head of the table"—and proved it!

The decade from 1896 to 1906 brought to New York its greatest real estate boom, and several of the large retail stores moved into splendid buildings in new neighborhoods.

The ten years' growth of the business at Tenth and Broadway overloaded the old Stewart building and compelled impossible enlargements or removal to another neighborhood. The Wanamaker business resolved to stop at the old neighborhood, the owners having satisfied themselves of the possibilities of the old location. Cheaper leaseholds were an advantage, so a whole block next adjoining was secured for nearly one hundred years, upon which has been erected a mammoth fireproof building, built expressly to convenience and safeguard throngs of people.

This new building was specially constructed for a particular purpose, to install a new kind of furnishing and decorating business. Excepting only the main floor, it is devoted exclusively to furniture, draperies, carpets, china and glass, and pianos and organs, housefurnishings and the spacious, light and large work-rooms required to economically make draperies, mattresses and housefurnishings.

New York City has no other 16-story mercantile building, of such extent, fireproofed from top to bottom—floors, roofs, walls and fixtures, from sub-cellar up—devoted to the furnishing and decorating of the home. And, so far as is known, there is no such establishment, of equal extent, in the world.

The spirit of public improvement during the last

decade that gave birth to the greater Columbia College, the splendid Library of the City of New York, the great Subways and mighty office edifices, has also given birth to a new mercantile enterprise of commanding influence to New York City.

The old A. T. Stewart business now seems small and antiquated in comparison with the present organization and equipment of the Wanamaker business in New York, which now consists of

THREE COMPLETE EXCLUSIVE STORES.

FIRST—The Woman's Store, wholly for Dry Goods and Wearing Apparel.

SECOND—The Man's Store, on the entrance floor of the new building, exclusively for Men's and Boys' Wear.

THIRD—The entire new building, from the first gallery to the roof, devoted exclusively to Furnishing and Decoration.

The two buildings—the Stewart store and the new Wanamaker structure—are now connected by three large underground passageways and a fine, artistic large overhead, double-deck covered bridge, known as the Bridge of Progress. Passage from one to the other is now so easy that the two buildings actually seem one.

The great new building is a series of galleries which fulfilled the long-cherished purpose of the owner and builder and constitute the Wanamaker Galleries of Furnishing and Decoration, giving to New York a new kind of a furnishing establishment altogether different from the old department store sort.

“THE HOUSE PALATIAL”

is built and furnished in the center of this little world of Furnishing and Decoration. Outside of the House Palatial, its hall, staircases, twenty-two rooms and Summer Garden—finer than many \$250,000 Fifth Avenue mansions—there are also now ready forty-four furnished rooms, representing various periods, to enable architects and home-makers to study and select proper furniture and house adornments, and to enable them to individualize their homes from the mere commercial furnishing way; also a series of still more simply decorated rooms—artistic, but economical.

No event in the mercantile world in recent years has attracted more widespread attention than the opening of this House Palatial and the wonderful galleries of furnishing and decoration.

More than 70,000 visitors attended on the first day. On the second day the attendance was almost as large and on the third day even larger.

In the unfolding of these plans it was determined to eliminate some of the methods usual to the furnishing craft, to show decorative schemes in a large and concrete way with specimens of the pieces to be used in the room, and not depend on little sketches, which are often misleading and do not enable one to test the comfort of a piece or see its construction and finish; and to employ only successful, experienced specialists and expert “assemblers” and colorists, in all the various styles and periods; but to make no charge for this taste and skill.

As though all this were not enough, there was built, of solid masonry, as part of the plan of the galleries, this House Palatial of twenty-two rooms, hall and staircase,

representing the home of a family of taste and wealth; the best of its type that can be seen in Fifth Avenue, or Hyde Park, London.

It has cost, with its furnishings and art works, over a quarter of a million dollars.

As an educational feature that will enable house-owners and architects to judge decorative schemes and furnishings, it is perhaps without parallel in the world.

The Auditorium (Wanamaker Hall), also built into the new Wanamaker building, is three stories in height and will seat fifteen hundred people on the main floor and gallery. The Hall is free of all supports except under the balcony, and the decoration is in Italian Renaissance.

The Austin Pipe-Organ in the Auditorium is a large self-playing organ, having four banks of keys, sixty-two speaking stops, as well as swells, couplers, etc. Among the stops are a chime of bells, a snare-drum, cymbals, triangle, etc. An echo-organ is in the rear of the Hall, operated from the same keyboard.

When A. T. Stewart began the white store building at Tenth and Broadway he built the finest business house that architects knew how to make. It has no superior to this day. Then he filled it with the best goods he could find, selling them on the fairest principles.

Though captains changed when John Wanamaker took the helm, the old Stewart Ship still kept the same route, sailing a straight onward course by the fixed stars of business methods from which there are no deviations.

In the natural course of events, business steadily grew upward and required the erection of the new Wanamaker building on the adjoining block, assembling in it all goods classed as Men's Wear, which are on its main floor, and

the installation of the furnishings, decorations of a house, and the work-rooms in connection therewith upon the upper floors. These changes left the women's goods in the much improved Stewart building, where henceforth only such articles as properly belong to the use and adornment of women and girls will be found. It is therefore exclusively a Woman's Store.

Laid out to be the very opposite of the so-called "Department Store"—a much misused and misfitting term when applied alike to all stores that sell more than one class of goods—the Wanamaker Store for Women has the old-time air of refinement, elegance and comfort which made the A. T. Stewart Store a "Business Palace."

Here each section is a specialized store, many of them the largest and finest in their respective fields.

Here shopping may be done unhurried, uncrowded, undisturbed, in roomy salons. It may seem that some of the sections could be crowded into smaller places. But comfort and convenience—not condensation—are the first considerations, and spaces are never permitted to be miserly screwed up to the discomfort and inconvenience of customers, nor is merchandise ever shown in any deceptive ways.

The foundation of the Stewart business, Dress Goods and Silks, remains to this day the backbone of the Wanamaker business.

A woman is certain to find in these salons at all times a complete assortment of new goods, and many weaves are sold exclusively by the House of Wanamaker.

The Linen Salons are a delight to women, who love a pretty dinner table, with fine napery. From Ireland, from Scotland, from Belgium, Germany and France,

from all the flax countries, this store calls out supplies of practical linens for solid wear, or finest things for daintiness and beauty. They are all shown to advantage in light and airy spaces.

Through the salons of Women's Dress runs a thread of electricity from Paris, the Land of Fashions, that makes a woman tingle in response—costumes of great variety, Wanamaker exclusive importations and adaptations that may be tried on leisurely in the quiet fitting-rooms.

The selection of hats—always a matter of importance to well-dressed and particular women—may be made at leisure, and privately if desired, in the beautifully appointed Millinery Salon, where the latest Paris ideas and Wanamaker models are always shown. It is quite apparent that here is a distinctive character to millinery.

Specially designed Paris and American Corsets, which long experience has taught are best, will be fitted in the Corset Salons.

Among accessories of dress—gloves, shoes, ribbons, neck finery, furs, lingerie, blouses—none of these is lacking in a Woman's Store that knows what women want.

Each section of this building is occupied with a well-selected assortment of each particular class of goods presented, and in sufficient quantity to more than match any other exclusive store.

The Tea Room is to be considered more in the light of a courtesy of accommodation to customers, accustomed to the best cooking and dainty service at luncheon or dinner. With so much shopping to do, it would be a hardship to many to go without luncheon or go out of the building for it.

CONCLUSION.

AND now, step by step, the story of the Wanamaker Stores has been told in this Golden Book.

Their foundation stones of Principle, hewn by Penn from the quarries of Quaker honesty; their far-back beginnings in men and measures leading the world up from false standards and trickery to fair dealing; their birth in the determination of a boy unfairly dealt with, and their growth into vast agencies for economy, comfort and convenience—all this has been truthfully set down.

From a mustard seed of Mutuality to a wide-spreading tree of Mutual Benefits—such is the record of these fifty years.

What a half-century it has been!

Progress, pulling on ten-league boots, has shelved horse-cars as relics of a snail age, rushing forward on the tail of Franklin's kite, burrowing under the cities; sweeping through the air.

Steel rails and steel hulls have eliminated distance and made all men neighbors. With the perfected telegraph, the telephone and the wireless—all products of this wonder-period—continents now converse as easily as did men across the street when the Wanamaker business began in little Oak Hall in the spring of '61. Automobiles and aeroplanes are bringing Time to terms!

The sewing-machine, the rotary printing press, the linotype, the phonograph, electric lights, the typewriter—all these have been born of this Golden Era of Business.

Learning, five decades ago a luxury, has become a compulsory necessity.

Trade, centering all material wants and needs, has been transformed from bickering barter that took advantage of every turn to open dealing with advantages evenly balanced.

As if by magic, in a mere minute of the ages, humanity's working-plan has been redrawn.

The magic is man's daring, man's perseverance.

Those who have studied and analyzed this great change credit the Wanamaker System as one of the transforming forces. They own its pioneering and leadership in many and vital advances. They count its influence on Trade and Commerce as part of the history of modern progress; as epochal.

Always Wanamaker's has been more than a mart for buying and selling; more than a source of supply. Always it has reached out for something higher than money profits.

Its aim has been the practical application of Economics to Merchandising; the teaching of Conservation and Thrift; the broadening of Knowledge, Taste and Appreciation.

It has educated!

It has done more than this.

By helping men and women to change their ENVIRONMENT it has won place among the master-forces of evolution.

And the gold of its fifty years of service is but the sunrise gleam of its day of larger SERVICE.

"Let those who follow me continue to build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy and Mutuality."

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